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What and How Do Companies Benefit From Social Media? A Review of Seven Company Case Studies

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Abstract

Social Media (SM) has turned into our daily life in the information society. People are showing an increasing tendency to build and nurture their online social relationship on SM platforms. Organizational SM has become an important research area for both scholars and practitioners who are interested in online technologies. It is worth of studying what the researches have been done related to the SM usage in organizations, and how the organizations have utilized the SMs for own specific purpose.

SM used in organization has grown continuously. Business enterprises quickly recognize the value of shared contents. They have been increasingly adopted in the workplace for decision-making, supporting corporate communication, knowledge management, facilitating communication both inside organization and the stakeholders outside organization, increasing the social capital, enhancing the brand value and promoting the marketing practice in organization, both in business to business and business to customers. Many corporations are using blogs, wikis, and social networking sites (SNS) as routine parts of their business operations. The performances of the usage of the SM can be generally classified as internal usage and external usage. All of them have the different purposes and tactics basing on various targeted users.

For the thesis work, a literature review was conducted by studying the existing empirical research on the usage of SM in organizations from selected existing scientific articles. The current status of the organizational SM usage has been investigated. Two theories have been chosen which are both the affordances of SM (Visibility, Persistence, Editability, and Association) and the honeycomb functional building blocks of SM (Identity, Conversations, Sharing, Presence, Relationships, Reputation and Groups). Based on them, the case studies in seven companies have been explored, aiming to search some of the four affordances and certain amount of the seven functional blocks in organizational SM activities, and explain how they influences the organizational behaviours. Applying such two theories shows that the organizations may participant the SM platforms efficiently and effectively in various ways. Some good practises of the SM usage have been portrayed. The risks related of using SM platforms have been mentioned as well. The future potential research works related the organizational SM usage has been discussed.

Keywords

Organizational Social media, Social media in organization, Social networking site, Social media Adoption, Web 2.0

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1. Introduction

Social Media (SM), as a set of applications that has been made into the internet, allows the end-users creating and exchanging the information (Jaakkola, 2011; Kaplan & Haenlein, 2010; Omosigho, 2012). SM focus on engaging people socially from all over the world. It opens the possibility of creating and exchanging the user generated content (Kriek, 2011). It is the way in which the contents can be created, shared, as well as exchanged within the virtual communities/networks (Katona & Sarvary, 2014). People are using the SMs to conduct their business, communicate with family, friends and clients, market their products and services, and share their experiences (Newson, Houghton, & Patten, 2008). The newer SM software is uninterruptedly being developed and made available on the internet to enhance users' active participation in an information environment that maps a social world in which people want to live and work. (Newson, Houghton, & Patten, 2008; Solomon, Duce, & Harrison, 2011)

Information and communication technologies has come to intervene in nearly all aspects of everyday life and played a major role in our lives. (Beer, 2008; Picard, 2009) The Web 2.0 brought with it a whole range of social technologies and platforms, which create spaces for users interacting, communicating and sharing information and content, opening the doors for SM (Beer, 2008; Kaplan & Haenlein, 2010). The rapid increasing penetration of mobile phone and smartphones, which is driving the use and penetration of SM. It proves an access point which is more popular and convenient than using desktop computers (Kriek, 2011; Newson et al., 2008).

The usage of SM is increasing exponentially in organizations (Omosigho, 2012). In 2006, SM wasn't even in the vocabulary of corporate executives. Over half of executives participate in several social networking sites, and a bit less than half of the leaders browse SM sites on daily basis (Prohaska, 2011). In early 2009, Facebook had more than 175 million active users using their applications. The users of YouTube uploaded over 10 hours of videos in every minute, and the Flickr provided access to over 3 billion photographs in their site. (Kaplan & Haenlein, 2010). LinkedIn (2019) showed 645+ million registered members from every Fortune 500 company. In Twitter, the tweets reached 110 million per day (MacEachren et al., 2011). The time spends on the SNSs and blogging is growing at more than three times the rate of overall Internet growth. (Sinclair & Vogus, 2011). The leisure use of Internet increased significantly 19 percent between 2007 and 2008. (Kaplan & Haenlein, 2010). The time consumption on SM sites via computer and mobile devices has raising 37 percent in 2012 in United State, and growing continuously (Katona & Sarvary, 2014).

The user growth is happening in all age categories. It is proclaiming that the 35 and over age group to be the fastest growing population of SMs as the global consumer phenomenon. (Sinclair & Vogus, 2011) The millennial students spend longer time with SM in their lives because of their cozier style with Internet. (Beer, 2008; Wankel, 2009). The seniors of age 55 and older become the fast-growing users in SM usage. Female registers are more than double comparing to male register. (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011) Visiting SM sites became their daily practices (Boyd & Ellison, 2007) As well as a growing number of employees have access to and use SM tools in their daily lives and are aware of their benefits. (Onyechi, 2009) Parts of users use the SMs to discuss, debate, and share, while parts of them just watch, listen and learn things. It is recommending the organizations should join in different level of the SM platforms. (Kaplan & Haenlein, 2010)

SMs has been currently receiving a lot of attention from researchers and companies. Both business-to-customer and business-to-business companies have been using SM platforms frequency (Katona & Sarvary, 2014). Business and organizations are increasingly taking advantage of this wherewithal and seeking to gain the first mover advantage that were difficult or impossible to achieve before SM platforms come into the workplaces (Onyechi, 2009; Treem & Leonardi, 2013; Wankel, 2009). Social media allows companies to participate to the end-user's daily life and contact to them directly with quite low economical expenses and more efficiently. Thus, SMs were welcome not only relevant for large firms, but also for small and medium sized companies, and even non-profit and governmental agencies (Chua & Banerjee, 2013; Kaplan & Haenlein, 2010). SM has been used to share best practices and to discuss across an entire organization the best way to handle situations (Kiron, 2012). Decision makers and consultants try to identify ways in which firms can make profitable use of application. Organizations have invested software and web-based tools for information and knowledge capturing, sharing, and reuse. (Baehr, 2010; Jaakkola, 2011; Kriek, 2011)

Disaster relief organizations utilize the functions of the sharing and conversations of the SMs to plan and practice the rescuer work (Gao, 2011). Each SM tool offers a different form of connectivity, which is associated with a unique set of advantages, and has potential to better accomplish knowledge management efforts (Annabi, McGann, Pels, Arnold, & Rivinus, 2012). SMs has been utilized as the hiring and recruiting means (Omosigbo, 2012; Patel & Jasani, 2010). For developing new technologies and technical solutions that fit into user's needs, the designers need to comprehend how people's perceptions and understandings of technology take form and evolve (Mannonen, 2011). Barnes & Andonian (2011) had made the longitudinal comparison from 2009 to 2011, in which Fortune 500 companies have been analyzed how they adopted the SMs, and the difference via multiple matrix. The company SMs may increase the trust among the employees which facilitated the sharing and exchanging the information, further so does the working performances (Cao, Vogel, Guo, Liu, & Gu, 2012).

Against this backdrop, I present the research question: "What and how do companies benefit from social media?" I answer this question by conducting a literature review. It could aid to understand the current academic theories and knowledge related to my research question. Both the honeycomb framework and the affordance approach have been chosen as the basic theories to study. According to the honeycomb framework, different SMs have paid more attention to balance the seven blocks of such framework. It is usual three or four blocks can be concentrated when the SM sites have been built and/or run. Organizations deploy certain strategies for listening, responding, developing the SM platforms. (Kietzmann et al., 2011) The four relatively consistent affordances (including visibility, persistence, editability, and association) are the foundation features in SM platforms (Treem & Leonardi, 2013). Following the two theories, seven articles, consisting empirical organizational SM usage studies, have been chosen to analyze and interpret for testing the theories. From their experience in the process of developing SM, it showed that these two theories are embedded in SM practices, intentionally or unintentionally. For special use of the SM application in case studies, the functional blocks have been sketched which is the fair way to express what the company concerns on their SM strategies. The report has been organized by the following structure. The research method will be declared firstly. Then the SM Platforms will be introduced. After that, the theories of both affordances and honeycomb framework will be illustrated separately. The case studies will be described in the fifth section. The discussion will be presented in the sixth section. The conclusion is the last part of the report.

2. Research Method

This thesis work is a literature review (LR). Fink (2019, p.6) defined the LR as “a systematic, explicit, and reproducible method for identifying, evaluating and synthesizing the existing body of completed and record work produced by researcher, scholars, and practitioners”. According to Webster & Watson (2002), all academic projects require a review of existing literature, facilitating a strong foundation for the advancement of knowledge. LR can be done to suit many different purposes (e.g. theory development or identification of research gaps). Among mature research topics, LRs may collect scattered findings, synthesize the extant evidence, advance the research range and breadth, develop the theories, identify the future research works. (Paré, Trudel, Jaana, & Kitsiou, 2015)

For conducting a good-quality LR, it is essential to search the previous related valuable published papers by other researchers on the similar topics. Due to the increasing publications, it is suggested that the source study articles could be selected for the review in a structured approach from the key databases (e.g. Scopus, Google Scholar, Web of Sciences) (Boell & Cecez-Kecmanovic, 2014). Because the Information System is transdisciplinary study, it is beneficial to search the valuable articles from various fields, earlier research's citations, as well as the different academic search engines (Paré et al., 2015; Webster & Watson, 2002). The hermeneutic framework from Boell & Vecez-Kecmanovic (2014) is a useful guidance for writing the LR. Two major hermeneutic circles penetrate starting the initial ideas until the final literature view is done. Paré, Trudel, Jaana, & Kitsiou (2015) have developed a typology which includes nine review types. It assists the researchers to position the review works. A successful review helps others to make sense of the accumulated knowledge on a topic. The sense-making is enhanced when a review is logically structured around the topic's central ideas and makes good use of tables and figures to convey economically the key findings and relationships. It informs the reader about what has been studied, and what patterns have been seen in the literatures. (Webster & Watson, 2002)

The purpose for this present LR is to analyse a set of case studies conducted in individual companies/organizations. Each of these case studies reports on experiences with different SMs. As a LR, the research effort started with the initial idea of “the organizational SM usage”. The review type was chosen as the descriptive review. The hermeneutic framework was applied throughout the LR process. In Oulu University Library services, under “information processing science” category, eight key databases (ABI/INFORM Complete, ACM-Association for Computing Machinery, Ebscohost Database, Google Scholar, IEEE/IEE Electronic Library, ScienceDirect (Elsevier), Scopus, and Web of Science) had been selected. Some search terms combination has been used to search related articles. Google Scholar has been used especially frequent throughout the thesis work. After browsing the abstracts of those papers, plenty of interesting papers had been found. Some valuable full text papers had been chosen both from search results and prior articles found from the citations. Finally, 54 papers have been selected for my study after identifying and refining. Several useful online links related to the SNS definition have been quoted. The two main theories, the framework of honeycomb and organizational affordances of SM use, have been defined among the selected papers. All other articles have been analyzed and categorized based on the main theories. The thesis title has been modified several times, until the final one has been determined. Both tables and figures have been quoted and made for illustrating the specific topics. The RefWorks Web Based Bibliographic Management Software has been utilized for handling the references.

3. Social Media Platforms

3.1 Classification of social media platforms

Various of types of SM exist. The common types of SM include blogs (Weblogs and Microblogs), Wikis, Social Networks, Virtual Worlds, RSS Feeds, and Podcasts. (Ward, 2011) Jaakkola, Linna, Henno and Mäkelä (2011) have given their way to category social media and collaboration services for own research purpose. It seems there are many ways in which different SM applications can be categorized (Kaplan & Haenlein, 2010).

One of the popular classifications is made by Kaplan & Haenlein (2010). It uses the theories in the field of media research including social presence and media richness, as well as social processes containing self-presentation and self-disclosure. There are two assumptions about the classification of SM. First one can be made based on the richness of medium and the degree of social presence it allows, and the second one can be based on the degree of self-disclosure it needs and the type of self-presentation it allows.

Combining both indicators, we can get the SM classification table which has been represented table 1. In the first level social presence and media richness indicators will give lower scores to applications which are similar as collaborative projects (like Wikipedia) and blogs because they are mostly simple type of applications and can share only text-based information. On the second level there are applications where users can share more content (for example YouTube and Facebook). In these applications users can share also more informative content, like photos and videos. On the highest level there are virtual game worlds and virtual social worlds (For example World of Warcraft and Second Life). These kinds of applications try to copy real world things like face-to-face and social interactions into a virtual world environment. Regarding to self-presentation and self-disclosure indicators, the blogs usually gets higher scores than collaborative projects, mostly because the later ones will focus more on specific content areas. In a same way, social networking sites allow more self-disclosure than content communities sites and therefore gives higher scores. In the end, a virtual social world requires a higher level of self-disclosure than virtual game worlds. (Kaplan & Haenlein, 2010)

Table 1. Classification of SM by social presence/media richness and self-disclosure (Kaplan & Haenlein, 2010)

		Social presence/Media richness ^a		
		Low	Medium	High
Self- presentation/ Self- disclosure	High	Blogs	Social networking sites (Facebook)	Virtual social worlds (Second Life)
	Low	Collaborative projects (Wikipedia)	Content communities (YouTube)	Virtual game worlds (World of Warcraft)

3.2 Several popular Social Medias

There are many of major players among the mainstream online SM. In this section, several popular SMs have been introduced because of their global appearance and number of users.

3.2.1 Collaborative projects

Collaborative projects (CP) platform enables common and same time content creation for many end-users and it allows to modify, add and remove content as the user wants. The main idea of collaborative projects is that the effort of many users creates the better outcome than any end user could do by themselves or alone. In the same time they are probably the most democratic examples of user generated content. Both online encyclopedia Wikipedia and bookmarking web service Delicious are good example from applications in this category. Wikipedia is currently available more than 230 different languages and Delicious allows the storage and sharing platform of the web bookmarks. (Kaplan & Haenlein, 2010) Wikipedia statistics shows 684 million searches every day, and it has 75,000 active content producers and includes over 10 million articles in over 250 languages. (Jaakkola, 2011)

The emergence of collaborative software has created the opportunities to the Internet user for building his or her own tailored platform and modifying content and structure directly from the web browser. Wikis, which have been understood as the collaborative information repository, is designed to stimulate collaboration by the community numbers. Servers, bandwidth and a willing group of individuals to participate are three components for a wiki. The key function of a wiki is easy creation. Visiting and processing information is convenient and blunt, which makes the possibilities to participate for everyone inside the communities. The content of a Wiki is controlled by the community's own members. Wiki enables companies to develop the culture of collaboration to be more productive and provide more value to organization, customers and owners. By connecting employees through a wiki, they can work together no matter of their geographical locations, time zones and/or regions. Individually you can be good but together you can be better. Wiki could enable business organizations to speed up the culture of collaboration which encourages workers to voluntarily and willingly share their expertise and knowledge. Achieving operational excellence is important for any company's success and survival. Good employee collaboration brings a company one step closer to be better company. By encouraging sharing of silent knowledge, companies will be able to achieve operational targets, improve employee performance and customer satisfaction and achieve competitive advantages. (Bibbo, Sprehe, Michelich, & Lee, 2010)

It is important to realize that any software application has own both advantages and drawbacks. Wiki-based application is inexpensive. It can be edited by anyone, anywhere and at any time inside the communities. The changed history can be stored. It is accessible simply and handily to use. The data redundancy can be eliminated easily. When wiki opens the easy door to everyone, the potential security risks increase. As the augmenting number of the participants and plenty of the contents, the information become mess and unmanageable. (Bibbo et al., 2010)

Companies ought to notice that collaborative projects are going to becoming the main source of obtaining information from internet for many consumers and end users. Also, it provides some opportunities for firms for collaboration and communication internally.

(Jaakkola, 2011; Kaplan & Haenlein, 2010) Collaborative work is applicable to the solution of a wide range of different types of problems, from those which demand high degrees of innovation to those that are amenable to the application of known prescriptive solutions. Furthermore such types of collaborative problems benefit from crowd sourcing and self-motivated contributions of individuals. (Solomon, Duce, & Harrison, 2011)

3.2.2 Blogs

Weblogs, or blogs, are websites that feature entries like one would see in a journal or diary. Blogs can either be an informal expression of the author's thoughts or insights; or, they can take a more formal approach by featuring news or events in a more journalistic style. Blogs can be interactive in that they allow opportunities for readers to comment on the blog and offer their own insights or counterpoints. Microblogs have seen a significant increase in popularity. However, they are considerably shorter. Microblogs are typically used to provide brief messages or to engage in short conversations by responding to another microblog. (Wankel, 2009; Ward, 2011)

Blog is developed by an individual or group, with ongoing updates that feature diary-type commentary, often with critiques of and links to online articles and relevant news. (Wankel, 2009) Blog posts appear in a sequential order which are archived and can be accessed through navigation on the front page. A content management system enables authors to write and publish quickly. Others can easily interact and converse with the blog through tools such as comments, RSS, trackbacks, and social network bookmarking. (Cass, 2007) Blogs, which represent the earliest form of SM, are special types of websites that usually display date-stamped entries in reverse chronological order. They are the SM equivalent of personal web pages and can come in a multitude of different variations, from personal diaries describing the author's life to summaries of all relevant information in one specific content. Blogs are usually managed by one person only but provide the possibility of interaction with others through the addition of comments. Due to their historical roots, text-based blogs are still by far the most common. Nevertheless, blogs have also begun to take different media formats. (Kaplan & Haenlein, 2010)

Blogs can be categorized in many ways. Most blog directories divide them by subject matter. The categories of blog are incredibly varied. For example, academic, arts, business and professional, entertainment, financial, food, jobs and careers, technologies, personal, politics, sports, and so on. Within such board categories, there are often hundreds or even thousands of blogs, which can be further categorized. For instance, within business and professional, there are blogs on every type of business and profession that exists (Houghton, & Patten, 2008).

Blogs have become widely used in social and corporate settings. Blogs are websites that feature regular commentary and related content on a specific subject, which is usually presented in reverse chronological order. Blogs can contain textual, visual, multimedia, and even interactive content. Blogs have been studied as social genres that allow individuals and groups to share dialog on a specific subject. The social blog genre has value through its immediacy, formal features, brevity, self-expressive content, and community development and involvement. (Baehr, 2010) The internal blog may build the community sense especially within the larger and distributed location firms. (Brzozowski, 2009; Jarvenpaa & Tuunainen, 2013; Katona & Sarvary, 2014)

3.2.3 Content communities

The main idea of content communities (CC) is the sharing of different contents between the users. CC exist for a wide range of different media types, like texts, photos, videos and PowerPoint presentations. Good examples from content community platforms are BookCrossing, Flickr, YouTube and Slideshare. In these platforms, it is optional for users to build personal information page which might include author's username, author's introduction, published content categories, content lists, shared contents, upload dates of each content, some key words of the contents, and the community of the author, depending on the platform's design. (Kaplan & Haenlein, 2010)

From application owner's point of view, CC have a high risk to be used as platforms for sharing of copyright-protected or some other way illegal materials. While major CC have rules in place to ban and remove such illegal content, it is difficult to avoid popular videos, such as recent episodes of comedy dramas, being uploaded to YouTube only hours after they have been aired on television. On the positive side, the high popularity of CC makes them a very attractive contact channel for many firms; this is easy to believe when one considers that YouTube serves over 100 million videos per day. In 2007, Procter & Gamble organized a contest for its over-the-counter drug Pepto-Bismol, whereby users were encouraged to upload to YouTube 1-minute videos of themselves singing about the ailments Pepto-Bismol counteracts, including heartburn and nausea. In a similar spirit, kitchen appliances manufacturer Blendtec became popular for its bevy of inexpensive "Will it blend?" videos, which have been watched by millions of people. Other firms, such as Cisco and Google, rely on CC to share recruiting videos, as well as keynote speeches and press announcements, with their employees and investors. (Kaplan & Haenlein, 2010)

3.2.4 Social networking sites

Social networking sites (SNS) can be described as the internet based services where users could create a public or semi-public profile for themselves inside the system. The users may construct a list from other users with whom they are willing to share the connections, contents and the relationships. Inside the listed connections, everyone may search the networks of the connections for making extension of their own ones. The suggested connection might be sent to nearest nodes based on the site's algorithm. The nature and terminology these connections can variate from website to others. (Beer, 2008; Boyd & Ellison, 2007)

According to the understanding above, the first recognizable social network site, SixDegrees, which was launched in 1997 and combined these features and it promoted itself as a tool to help people connect with and send messages to others. (Boyd & Ellison, 2007) From 1997 to 2001, a great of community tools began supporting various combinations of profiles and publicly articulated Friends. However, the milestone in the evolution of SNSs was in 2001 when Ryze.com was launched. It was introduced for business networking and technology community, to make quality business contacts and to connect with friends. Since 2003, the number of SNSs has been created, including MySpace, LinkedIn, Facebook, Yahoo! 360, YouTube, and Twitter, which have been still worldwide prevailing up to now. (Boyd & Ellison, 2007) Following the sustainable development of ICT, there will be new ones of SNSs are appearing on the horizon every day. (Kaplan & Haenlein, 2010) In the following text in this sub-chapter, Facebook,

Twitter, YouTube and LinkedIn will be introduced because they are the current significant SNSs and they have been widely used in organizations.

Facebook

Facebook is the world's largest social networking page. Fundamental features are a person's home page and profile. The home page includes a personalized feed of his or her friends' updates. The profile displays information about selected contents to share. Facebook also includes core applications which are Photos, Events, Videos, Groups and Pages that let people connect and share in rich engaging ways. Additionally, people can communicate with one another through Chat, personal messages, Wall posts, Pokes or Status Updates. (Brzozowski, 2009) Facebook is an information infrastructure, which is open and evolving. Anyone with Internet access can become a user, and there is a strong culture of sharing information. Facebook is social software, linking millions of users. It takes only minutes to register as a new user, and the software is also available on smart mobile phones and tablet computers. Facebook offers semi-structured data classified as date, user, question, answer, and commercial ads. Due to the ease to use, Facebook appears quite simple. Meanwhile, the social network of Facebook can offer a quite complex structure of several users and links between them. (Bygstad & Presthus, 2013)

Facebook's mission is to give people the power to build community and bring the world closer together. People use Facebook to stay connected with friends and family, to discover what's going on in the world, and to share and express what matters to them. A company can create a Facebook page to connect with customers and stakeholders. Facebook offers a variety of free features to engage with customers, can post updates, pictures and videos, messages to communicate with customers directly. Facebook offers free business tools that can further enhance business page and achieve your business goals. It is possible to create events, manage appointments, hire employees and sell your products directly only on your Facebook page. It offers free Page Insights to help you understand the actions that people take on your page, as well as to learn what your customers care about and how often they interact with posts. (Facebook, 2019)

Companies can choose to integrate Facebook into their websites. Social plugins are embeddable social features hosted by Facebook and are personalized for all users who are logged into Facebook. The most important embeddable social plugin is the Like button, which enables users to post pages from a website back to their Facebook profile with one click. It is also possible to embed Facebook to remove the registration process for a site by enabling users to log in to the site with their Facebook account. This also makes it possible to access the user's account information from Facebook. Once the site has sign-on through Facebook it is possible to get detailed data about the demographics of the users and how users are sharing from the application. This is done through insights which supports analytics broken down by application and domain and includes rich data about users' sharing content from the site within Facebook. (Facebook 2019)

Based on the statistics from the Facebook Inc., the number of the active users increases dramatically. It had reached to 500 million in 21.7.2010. It has risen to 845 million in 6.11.2011, and one billion in 4.10.2012. There were 40 million active small business on Facebook in April 2015. There were 1.59 billion daily active users on average in June 2019, and 2.41 billion monthly active users on Facebook until in June 30th, 2019. (Facebook 2019) It is an important symbol that the huge opportunities can be grabbed by organizations due to the great amount of participation on Facebook.

Twitter

Launched on July 13, 2006, Twitter is an extremely popular online microblogging service. It has a very large user base, consisting of several millions of users. It can be considered a directed social network, where each user has a set of subscribers known as followers. Each user submits periodic status updates, known as tweets that consist of short messages of maximum size 140 characters on any device in real time. These updates typically consist of personal information about the users, news or links to content such as images, video and articles. The posts made by a user are displayed on the user profile page, as well as shown to his/her followers. It is also possible to send a direct message to another user. Such messages are preceded by the recipient screen name indicating the intended destination. A retweet is a post originally made by one user that is forwarded by another user. Retweets are useful for propagating interesting posts and links through the Twitter community. (Asur, 2010)

Twitter has been characterized as the prime example of Mobile 2.0, as a communication platform accessible anywhere and anytime. (Wankel, 2009) There were 340million Tweets per day, over a billion Tweets sent every three days. Twitter had more than 140 million active users. The number of tweets reached 110 million per day in January, 2011, and that number is escalating rapidly (MacEachren et al., 2011; What is Twitter?, date of retrieval: 10.06.2012.)

Twitter has attracted lots of attention from corporations for the immense potential it provides for viral marketing. Due to its huge reach, Twitter is increasingly used by news organizations to filter news updates through the community. A number of businesses and organizations are using Twitter or similar micro-blogging services to advertise products and disseminate information to stakeholders. (Asur, 2010) Businesses can influence and participate in real-time conversations on Twitter to drive consumer action with integrated paid, earned and owned campaigns, delivering results throughout the marketing funnel. Businesses can also use Twitter to listen and gather market intelligence and insights. It is likely that people are already having conversations about your business, your competitors or your industry on Twitter. It is also an important tool to share information and frame policy debates. (What is Twitter?, date of retrieval: 10.06.2012; Jones, 2011)

Twitter can be integrated in company websites. They can let people know about their Twitter with a “Follow us on Twitter” button on their website or embed a widget on the website that will update with the company’s latest Tweets. They can also add a “Tweet” button to the website that lets people easily share content from the website on Twitter. (Twitter Resources, date of retrieval: 10.06.2012.)

Organisations have different strategic aims in their usage of Twitter. Variations in the use of Twitter might also arise from variations in organisational type. It is unsurprising that more organisations are developing Twitter accounts as an additional way of communicating with customers: for example, 60 per cent of Fortune 500 organisations had a Twitter account by late 2010 (up from 35 per cent the previous year), compared to only 56 per cent with a Facebook account at the same time. Use of Twitter is greatest in the USA, with 62.1 per cent of all Twitter users, with Australia the fifth largest user, with 2.2 per cent of users. (Burton, 2011)

YouTube

Founded in February 2005, YouTube has been the world's largest online video community which allows billions of people to discover, watch and share originally created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers large and small. (About YouTube, date of retrieval 10.10.2012)

From its simple beginning, YouTube has emerged as a highly effective business tool for presentations, promotions, and product placement. Companies use YouTube to share videos of important meetings, introduce staff, post solutions to common problems, and provide customer support and product tours. Anyone with a basic account can upload a video. Viewers browse broad subject categories or channels that group videos by content providers (comedians, directors, gurus, musicians, nonprofits, partners and sponsors), or use keyword search to look for videos about a particular person or subject. Groups are organized by subject or theme, and contests and games are sponsored by YouTube members. Viewer functionality includes the ability to leave comments, add friends to a contact list, and share videos with groups. YouTube was acquired by Google in 2006. (Sinclair & Vogus, 2011)

LinkedIn

LinkedIn was officially launched on May 5, 2003. It had a total of 4,500 members in the network at the end of the first month in operation. In June 2012 the professionals were signing up to join LinkedIn at a rate of around two new members per second. August 2012, LinkedIn operated as a world's largest professional network in the internet. They have more than 175 million users over 200 countries. LinkedIn members did nearly 4.2 billion professionally oriented searches on the platform in 2011 and are on pace to surpass 5.3 billion in 2012. (About Us, date of retrieval: 10.10.2012.)

LinkedIn provides both free personal free accounts as well as business user (fee-based) accounts that include email and search functionality as well as expanded profile views. Once used primarily by individuals to boost professional prospects and small companies to market products and services, LinkedIn has evolved to provide group capabilities and company profiles that can be "followed" by interested users. The site includes sponsored links managed by marketing and advertising specialists that target job seekers and hiring managers alike.

The company is publicly held, and it has a multiple business models where revenue is coming from different kind of hiring and marketing solutions and premium level orders. As of June 30, 2012, LinkedIn counts executives from all 2011 Fortune 500 companies as members; its corporate hiring solutions are used by 85 of the Fortune 100 companies. More than 2 million companies have LinkedIn Company Pages. LinkedIn represents a valuable demographic for marketers with an affluent & influential membership. More than 75,000 developers are using LinkedIn APIs to create innovative tools and services for professionals, up from 60,000 at the end of the first quarter of 2012. There are more than one million unique publishers actively using the LinkedIn Share button on their sites to send content into the LinkedIn platform. LinkedIn members are sharing insights and knowledge in more than one million LinkedIn Groups. (About Us, date of retrieval: 10.10.2012.)

4. The theorise of Organizational Social Media Use

In the following chapter, the theory background articles will be studied. The concept of the affordance theory will be explained firstly. After that, the honeycomb framework of SM will be illustrated. The analysis of the case studies in seven companies will be conducted based on these two theories later.

4.1 The Affordance theory

James Gibson explained that “*an object like a rock could be used very different ways by different animals because each animal notices a different kind of activities which the rock would be useful for*”. The animals didn’t understand what the object is for, but what kind of uses it may have. We call such object’s perceptions an affordance. The same principle applies to humans as well. From the point of the relational view, an object’s affordances are constituted in relationships between people and the materiality of the things with which they come in contact. The substantial features of an object are independent of their users. Even the object’s materiality is same to the individual user, the perceptions might be various from different users. People would like to learn an object for diverse goals. People might not perceive any affordances from an object for their actions. It might be considered that the artefact constrains their ability to carry out their goals. Only when the people perceive the specific features which they need, they might start to interact with an object. (Treem & Leonardi, 2013)

The affordance concept has been thought useful in academia. It helps researchers to discover the reasons why people, who is using the same technology, may engage in similar or disparate communication and work practices (Treem & Leonardi, 2013). Leonardi (2011) declared that there are not many differences among the affordances of one single technology in various organizational context due to its own limitations of the technology features. Therefore, the scholars have the possibilities to concentrate on communication behaviours and explore the definition of SM from the affordances in different organizational contexts no matter the technologies which have been applied. Meanwhile, the affordances may facilitate to understand of the organizational behaviours in various SM platforms.

As several recent studies of technology use in organizations have noted, using a relational approach to affordances to explain how a new technology merges with an existing organizational system is useful for theory in at least four ways. First, by focusing on the affordances, researchers can explain consistency of effects within and across organizations without resorting to deterministic images of technologically induced organizational change. Second, by focusing on the relationship between a user and a technology’s material features, researchers avoid swinging the pendulum in the direction of social determinism to explaining organizational changes without giving any recognition to the properties of the technology itself. Third, by focusing on affordances, researchers can develop theories of social material dynamics, as opposed to theories of specific technologies or theories of organizations that ignore the empirical reality. Finally, an affordance approach encourages the researcher to look at the communicative actions that the relationship between an organizational context and a technology’s functionality enables. (Treem & Leonardi, 2013)

4.1.1 Organizational Affordances of Social Media Use

Based on the analysis, four distinct affordances emerged: visibility, persistence, editability and association. All papers have been examined within each category of affordances to enumerate a list of the specific technology features that interacted with the organizational context. The same process was followed for comparison and re-categorization. The list of features for the four affordances can be found from below table 2 to 6. For understanding the difference between the SM affordances and those which are enabled by other forms of organizational computer-mediated communication (CMC), the table 2 lists the five types of SM as well as a list from non-SM CMC applications which are still used in organizations. Based on the rating (high to low) of each four affordances, every type of these technologies has been ranked. We can see that traditional type of CMC's provides only some of these affordances highly. While SM CMC's gives "high" rating for the ability to boost these four affordances. It looks that combination of these four affordances will help to characterize what is new and possible for companies' communication. (Treem & Leonardi, 2013)

Table 2. Comparison of Affordances across SM and other organizational CMCs (Treem & Leonardi, 2013)

<i>Technology</i>	<i>Example Applications</i>		<i>Affordances</i>			
	<i>Public</i>	<i>Organization</i>	<i>Visibility</i>	<i>Editability</i>	<i>Persistence</i>	<i>Association</i>
Social Media						
Wikis	Wikipedia	Socialtext, MediaWiki	High	High	High	High
Social Networking Application (SNA)	Facebook	IBM's Social Blue Sale Force's Chatter	High	High	High	High
Blogs	Wordpress, Blogger	Most can be installed in organization	High	High	High	High
Social tagging	Delicious	IBM's Dogear; PARC's SparTag	High	High	High	High
Microblogging	Twitter	Yammer	High	High	High	High
Others CMC						
Instant Messaging	AOL Instant Messenger, GChat	Jabber	Low	Med.	Low	Low
Email	Hotmail, Gmail	Outlook Exchange	Low to High	High	High	Low
Teleconferencing	Skype	Webex	Low	Med.	Med.	Med.
Shared Database	Dropbox	Microsoft Access, Sharepoint	Low to High	Med.	High	Low

In the following parts, each of these affordances will be reviewed individually. For each affordance, the concept will be explained. After that, reveal how to use of the features of SM create these specific affordances in organizational contexts.

4.1.2 The meaning of the Visibility

The visibility means that the SM platforms offer the services to their users for making the contents visible to confirmed connection inside platform. Both the time and the searching ways are significant in visibility affordance. In case the users may find the required information easily and effortlessly, the used platform is efficient for user's purpose. The visibility refers to the means, methods, and opportunities for presentation, in our usage it primarily addresses the speakers, concerns with the presentation of self. Whether through posts, comments, status updates, votes, friending, revisions, or pictures, contributions to SM are visible to all who have access to the system. Other forms of CMC common in organizations such as email, or instant messaging, make information visible, but not in the communal manner afforded by SM. The table 3 provides an overview of which features of various organizational SM were found to afford the visibility. (Treem & Leonardi, 2013)

Table 3. Social Media Features Affording Visibility (Treem & Leonardi, 2013)

<i>Social Media Technology</i>	<i>Features Affording Visibility</i>
Wikis	<ul style="list-style-type: none"> • Display text and graphic content contributions • List of edits to entries • Notification when changes have been made • To entries Personal Profile
Social Networking Sites	<ul style="list-style-type: none"> • Status updates • Pushes activity to connections • List of "friends" or "connections" • Personal Profiles • Visible in Search Engines • Allows comments and opinion expression on content • Recommender algorithm shows similar others
Blogs	<ul style="list-style-type: none"> • Content publishing consisting of text, video or audio • Pushes content to subscribers • Personal Profiles • Allows comments on content • Entries indexed by search engines • Inbound links
Social Tagging	<ul style="list-style-type: none"> • Content publishing consisting of comments and describing of entries • Displays number of people who bookmarked same content • Pushes content to subscribers • Show others with similar entries
Microblogging	<ul style="list-style-type: none"> • Content publishing consisting of text or hyperlinks • Pushes content to subscribers • Shows subscribers to whom user subscribes • Personal profiles, indexed by search engines

Three types of information or actions that are made visible through the usage of SM in organizations: work behaviour, meta-knowledge, and organizational activity streams.

One of the most common and basic features of SM is that they present content communally, which means contributions can be easily located and viewed by other employees. Users of SM in organizations sometimes recognize the visibility of their work behaviour afforded by using the technology and are strategic in how they present themselves to others. The visibility of communication made possible through SM use can make the technology a valuable tool for employees. Not only can organizational actors use SM to purposefully make their own work behaviours visible, organizational audience members can read meta-knowledge out of those visible postings about the type of people in the organization and what they may know. Social media afford individuals the ability to see information related to the status of ongoing activities in the organization. In addition to identifying trends in organizations, SM can also increase the visibility of task-related activities. The ability to see co-worker activity through SM use can also influence a person's decisions to participate. (Treem & Leonardi, 2013)

4.1.3 The explanation of the Persistence

The persistence in a platform gives the users the right with the same format whenever and wherever the users intent to use the platform. This affordance of persistence has also been referred to as reviewability, recordability or permanence. Once a person posts to SM, the contents will be stored in the system for ever. No matter the status is log in or log out. Because SM enable conversations that persist past the time of their initial posts, communicative acts can have consequences long past the initial point of presentation. The affordance of persistence affects organizational action by three ways: sustaining knowledge over time, creating robust forms of communication, and growing content. The table 4 provides an overview of which material features of various SM were shown to afford persistence. (Treem & Leonardi, 2013)

Table 4. Social Media Features Affording Persistence (Treem & Leonardi, 2013)

<i>Social Media Technology</i>	<i>Features Affording Persistence</i>
Wikis	<ul style="list-style-type: none"> • History of activity and discussion recorded • Entries indexed by search engines
Social Networking Sites	<ul style="list-style-type: none"> • Profiles indexed by search engines • Allow catalogues of photos • Displays past activity of individuals on site
Blogs	<ul style="list-style-type: none"> • Links to past content • Entries indexed by search engines • Reverse chronological format provides timeline of content
Social Tagging	<ul style="list-style-type: none"> • Catalogues history of bookmarking activity • Profiles indexed by search engines • Contributions searchable
Microblogging	<ul style="list-style-type: none"> • Catalogue of entries • Profiles indexed by search engines

The persistence of content created and stored in SM allows the knowledge individuals to contribute to the technology to develop and remain available over time. SM afford both persistence of content in its original form, such as an initial contribution to a blogs or wiki, as well as communal persistence through ongoing conversations, such as additions to a wiki or comments on a blog. The persistence of SM means that workers can access information during a period when that information is needed, or it is convenient, and do

not need to be actively engaged in conversations to access contributed content. Moreover, the persistence of SM tools has afforded individuals the opportunity to work over long stretches of time in an asynchronous, collaborative, and distributed manner. (Treem & Leonardi, 2013)

When information and communications are persistent, content can be reused and reanalysed, over time, to help refine it and make it more useful and robust. By “robust” it means how difficult it is to destroy, compromise, or abandon content. For the knowledge management, SM often do not require tremendous investment or maintenance by officially sanctioned content producers within the organization. the ability to easily capture and keep employee contributed information in SM was particularly attractive to both new and early career employees. (Treem & Leonardi, 2013)

The persistence of content means that information stored in a technology grows over time. SM such as blogs and wikis afford nearly limitless space for communication through the addition of posts and pages. One consequence of this seemingly unlimited storage is that the content embedded in SM tools can become unwieldy over time. (Treem & Leonardi, 2013)

4.1.4 The specifying of the Editability

The editability affordance signifies that the users may have the chances to write and rewrite the contents before the publication in SM contexts. It may take place both in instant communications and the asynchronous communications. Both physical separation and delayed response minimize the cues that an individual may feel during communication. If the communication is going on with Skype, any body movement or face expression could be observed, which cannot be modified, and then further affect the communication atmosphere. Editability is initiated by the author who may manage the appearances of original publications base on the features of the SM platforms. The users also may revise and modify their published contents. In case when the author notices the mistakes after publishing, there are curtain features which users may fix them, even cancel whole contents while needing so. In table 5 indicates which material features of various SM were shown to afford editability. (Treem & Leonardi, 2013)

Table 5. Social Media Features Affording Editability (Treem & Leonardi, 2013)

<i>Social Media Technology</i>	<i>Features Affording Editability</i>
Wikis	<ul style="list-style-type: none"> • Asynchronous text-based entries • Previous history of edits available • Revision permissible
Social Networking Sites	<ul style="list-style-type: none"> • Asynchronous text-based entries • Revision of own content on site permissible • Content contributions of others on individual's site can be deleted
Blogs	<ul style="list-style-type: none"> • Asynchronous text-based entries • Revision of own content on site permissible
Social Tagging	<ul style="list-style-type: none"> • Asynchronous text-based entries • Revision of own content on site permissible • Previous entries of others recommended for potential re-use
Microblogging	<ul style="list-style-type: none"> • Asynchronous text-based entries • Contributions on own site can be deleted

By the following three ways, the affordance of editability is used to shape behaviour of regulating personal expressions, targeting content, and improving information quality. Regulating personal expressions means the editability of content allows users to strategically manipulate the ways that personal information is shared with others. Given the common concern for how they will be perceived, studies indicated that users of SM often tailor messages for specific audiences. Because they have a high level of editorial control, communicators can time when they present information and reshape messages based on the perceived responses from audiences. Although SM can share information widely, the editability provides users with greater control of how content is viewed by others. SM allows employees to edit, revise, and alter organizational content long after the time it is first displayed. By such means, the information quality has been improved. (Treem & Leonardi, 2013)

4.1.5 The description of the Association

Associations include three kinds of relationships following the involved objects: user and user, user and content, and content and content. The first type of association, a user to another user, is most commonly referred to as a social tie. Such type of association indicates an explicit relationship between two users. Next form of association is of a use to a piece of information which has either created or recognized by the users. The association between the contact and contact has been established by various reasons, for example, they might be made by same author, they might be under same topic, they might be subscribed by same user, and so on. The table 6 indicates which material features of various SM platforms were shown to afford association. (Treem & Leonardi, 2013)

Table 6. Social Media Features Affording Association (Treem & Leonardi, 2013)

<i>Social Media Technology</i>	<i>Features Affording Association</i>
Wikis	<ul style="list-style-type: none"> • List of editors for each entry • List of privileges, rights and contributions in profiles
Social Networking Sites	<ul style="list-style-type: none"> • Relations to others displayed (e.g., Friends) • Comments and opinion (e.g., “Like” button) on entries • Activity of related others displayed on page
Blogs	<ul style="list-style-type: none"> • Links to other blogs (both on page and in entries) • Identifies commenters with links to profiles or personal sites
Social Tagging	<ul style="list-style-type: none"> • List of individuals who bookmarked the same contents • Displays individuals of whom user has subscribed to receive content (e.g., fans) • Shows topic to which user has subscription to receive content
Microblogging	<ul style="list-style-type: none"> • Displays those to whom user receives and sends content (e.g., followers and following) • Use of tags to show reuse of content or directed messages

Three outcomes have been outlined when SM afford association with other individuals or content: supporting social connection, access to relevant information, and enabling emergent connection. Social media afford individuals a way to make associations more explicit. One way is through the signalling of relationships with others. Additionally, studies revealed that employees used the technology to establish associations with individuals about whom they knew little, there was less SNS activity among close, co-located colleagues. The ability to forge new associations between people and content through SM influenced the development of social capital in organizations. The results of a regression analysis found that explicit friendship connections, recommendations of content to another, and time spent viewing another’s content were all associated with

closeness between co-workers. Beyond increasing social capital of individual users, the use of SM and its support for associations may facilitate the creation of a larger community to support employees. (Treem & Leonardi, 2013)

In addition to the creation of person-to-person ties, individuals also established explicit associations with the content found in SM. Therefore, associations should not be thought of merely as existing ties, but also pointers to potential relationships between content. Associations to information can benefit the organization by allowing existing experts to share knowledge. By making explicit associations regarding the source, quality, and usefulness of information SM can improve content use in organizations. (Treem & Leonardi, 2013)

In addition to supporting the active, purposeful creation of actor-initiated connections, features such as rankings and recommendations in SM afford emergent forms of associations and suggest ways to improve existing associations or initiate new ones. These emergent associations generated by SM tools are unique in that single uses of the technology afford additional opportunities for relevant interaction with people and content. (Treem & Leonardi, 2013)

4.2 The concept and implications of the honeycomb framework

The honeycomb framework (see figure 1) uses seven different blocks to illustrate the SM's functions based on the user experiences. Each block may explain one aspect of the SM functions with special implications to organizations. It helps the SM practitioners to understand their users and their participation needs, and guide companies how to engage with SM activities following their implications of those functionalities. (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011)

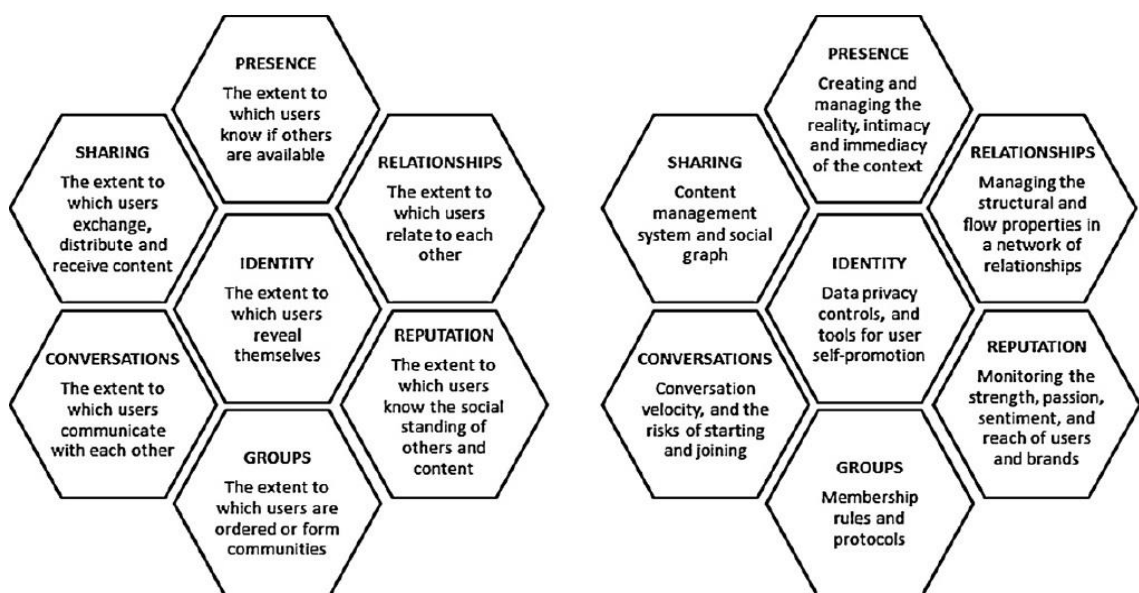


Figure 1. The social media functionalities and their implications. (Kietzmann et al., 2011)

4.2.1 The interpretation of the seven functional blocks

In the following sub chapter, the honeycomb framework will be interpreted following the seven SM function blocks individually: the identity block, the conversations block, the

sharing block, the presence block, the relationships block, the reputation block and the groups block. They give us a possibility to break them into a pieces and research both sides of SM user experiences and its consequences for companies. These building blocks are not mutually exclusive, and it is not compulsory to participate together in a SM activity. A SM platform may include as many as blocks which it is needed. Normally there is not any SM platform only focus one block, so do all blocks. The well designed the building block combinations may achieve the different levels of the function requirements of the organization demands. (Kietzmann et al., 2011)

Identity block

The responsibility of the identity function answers the area where users show their identity information in SM settings. This can include a lot of sensitive personal information for instance name, age, gender, profession, location as well as the information of users' thoughts, feelings, likes or dislikes in various ways. Users and SM sites have different expectations and aims. Some end-users use their real names, some prefer to use nicknames or titles. There are many different SM applications built around identity and they demand users to establish their profiles. This has led to the subordinative service concepts in which user's online social identities may be saved in one application. SM profile cards can be made by different tools to advertise users' different identities and trying to attract other users to follow them in SM. (Kietzmann et al., 2011)

Because identity is essential for many SM platforms, this gives some relevant possibilities companies to research and develop their own SM sites as well as the strategies for co-operating with other SM sites. One of the most important features is privacy. When firms share their identities on SM sites, they have serious concerns about how and where the secondary companies use their information. For protecting the privacy, users create own identities strategically with real identity versus different virtual identities. Distinct strategies from users focus more on self-promotion in Facebook or/and self-branding in LinkedIn. (Kietzmann et al., 2011)

Kietzmann (2011) does not recommend that companies ought to build thorough or refined profiles. In fact, to protect their privacy and strategies, firms may give different information in diverse SM platforms. They prefer to show different hobbies and utilize different pictures on Facebook comparing to their activities in LinkedIn. Some new technologies, e.g. OAuth, build up the open standard for authorization, for giving rights to your stuff while not sharing the personal information in any respect or its secret components. We may see the importance of careful balance between sharing identities and privacy protection while choosing or building the SM platforms. Improper mixture of those factors will result in a lack of liability between the users, incite the cyber-bullying and encourage the unfortunate comments.

Conversations block

The conversations functional block stands for that the users may communicate to each other in a SM setting. Many SM sites are designed firstly to make conversations as easier as possible between the users or/and groups. Conversation might be triggered up with lots of reasons, including a simple tweet, a funny film, to a splendid show. SM may well be additionally seen as a path to facilitate users messages detected, disclose the events and play the significant influence in many aspects of the life. (Kietzmann et al., 2011) After the trash-gate incident, the society started the conversations via the SM platforms which

brought the bad reputation to H&M. The clothing company had to give the explanation and change the business behaviours. For the United Airline, they refused to offer the compensation to their damage. The conversation spreads quickly via the YouTube following the victim's protest video. It arose the case of United Brakes Guitars from which the company lost both stock market and the reputation. (Aula, 2010)

There are quite many different types of conversations have been publishing in the SM platforms. For different SM there might be the special impacts which attract companies who are attempting to seek to take care or make trace for these conversations. Twitter dedicates to send and share instant short messages and more about conversation than identity related. However, blogs are more about recording diversity contents which could be derived from the blog itself in later time. The variations within the frequency and content of the conversations will have significant influence for companies to supervise the speed of the conversation. The more conversations in curtain time show the users are more interested in the ongoing topic. The lesser changed direction to conversations which means the users are keeping the favours stably with the online company activities. There are both benefits and risks, just as same as dealing with any projects, when the company wants to manage the conversations in a SM platform. If the companies know in right time and by proper methods to join in the conversations, it shows they are well preparation to involve the communication with their audience and their users, also they care about them. The positive feedback from the conversations may bring the good impression to the businesses. (Kietzmann et al., 2011)

Sharing block

The SM platforms offer the sharing function by which the users may exchange ideas, distribute texts and receive different kind of contents. The term of social usually means that communication between people is vital. While, sociality is concerning the objects that ties these individuals together and create connection with each other. SM users are connected commonly by a shared interesting object. It might be an elaboration picture or video. It might be a piece of information of user's location information. It might be the common hobbies. It also might be the advertisements from the various communities, and so on. Sharing function offers a method for users to interact via SM platforms. The sharing function might lead to the future conversation or even build relationships with each other. It really depends on the functions which the SM platforms may offer to users. (Kietzmann et al., 2011)

There are two important meanings that the sharing block has for all companies who want to be involved with SM. Firstly, the common shared objects should be defined so that the users may upload the objects and interact around them. The shared objects and their characters could be designed or described based on the business targets in the SM platforms. In LinkedIn, the shared object is the career information and in YouTube, the shared the object is the videos. Without such objects, the network become the simple connection between the users and there is no anything to happen among them. Another concern is whether the object can or should be shared. YouTube has made a lot of effort for developing and implementing controls and allocating resources to filtering and monitoring the content that it helps to share on their website. This contain requiring users to register and agree to terms of use before they can upload videos. The provided content management system which allows users and owners to select and check their videos in order to full fill the term of use on platform. YouTube team has hired curtain number of employees to monitor the uploaded contents. When the flag harmful or unsuitable

contents have been found or reported by users, the related user and contents will be removed at once. (Kietzmann et al., 2011)

Presence block

The presence function affords the ways the users can know whether other users are present or not, both in virtual world and real world. As the human utilize the mobile phone hugely in daily life nowadays, as well as the mobile SM applications have been expanded into users' different lives. It has altered the way of presenting, when the potential customers may online, where they locate in real life and/or in virtual life. (Katona & Sarvary, 2014) Because of the increasing connectivity between the people on moving or travelling, this will give the possibility to connect between the real world and the virtual world. Similar kind of platforms concentrates more on geographical spaces not so much on the detail places. Users may set own updated status and may also see other user's status information throughout the connected network, for example in Facebook, Twitter, Foursquare and Gowalla. It is possible to search which friends are physically nearby to meet. Many SM platforms have their own ways to show the location of the people. (Kietzmann et al., 2011)

There is important meaning to have the present information. Company may trace the location and status of their major clients and summarize them for business analysis and extending services scopes. When the firms understand the life routine and habits of their customer, some targeted marketing strategies and tailored promotion could be designed and performed. This makes the happening that friends meet during the travel period by noticing the present information in SM platform. Fans may obtain the influenced person via the present status and eager to communicate through voice or sharing data or some other content. In order to show the real time present contents, it would be better the SM platform has an indicator with a suitable mechanism which these users can interact to each other's. A company might also want to investigate if users want to use selective presences, where someone can be visible to some people but staying hidden to other people. Present information is possible to be linked with the other functional blocks. Whether the users create conversations and/or build relationship, it depends on many other factors, for example the suitable time or places, shared objects, the willingness and instant feeling, and so on. (Kietzmann et al., 2011)

Relationship block

The relationships function expounds the domain where users may connect to other users. The reason why two or more users are willing to connect because there are some associations between them and which can lead them to meet, to share, to exchange, to conversation, and just to friend. Thus, users would like to decide which kind of information will be exchange in curtain SM platforms. In some cases, such as LinkedIn, these relationships are known by its formal, regulated and structured style. In Skype, the initial relationship could be built by invitation via single direction. Skype is concentrated on maintaining the existing relationships, not so much on expanding of it. Users may for choose to show or hide the presence based on users' willing. On other platforms, the relationships in Blogs are informal and without any structure. Still in other cases, in Twitter and YouTube, relationships are not so important at all. The general rule is that SM communities where identity is not important, also the relationships are not so important. (Kietzmann et al., 2011)

There are some consequences of the relationship block. The structure and flow of the relationship are used to explain the importance of different relationship features. The structure of the relationships includes the number of the user's connection and the user's position in their connection. There is a proportional relationship between the size of the network, the position the user, and the influence power the user holds. The flow property of relationships portrays the resources types which have been embedded in user's relationships and the ways how to utilize the resources between the users. It describes the strength of a relationship and whether relationships are strong or not. In real life, the multiple relationships (schoolmate or/and colleague) exist between two users. If a SM community keeps relationships important, then the issue of structural and flow properties becomes more important too. It is essential for SM sites and companies to learn how they can maintain or/and build up relationship. (Kietzmann et al., 2011)

Reputation block

Reputation functional block is the precinct where users can identify the status or position of themselves and other users in a SM platform. Reputation can have different kind of meanings on SM, but mostly it means a matter of trust. Social media sites usually trust on tools that automatically collect user-based information to check trustworthiness. Reputation normally is related to people and the content what they have shared, which is often evaluated using a content voting system. On YouTube, the reputation expression may through the view counts, thumbs up or thumbs down ratings systems, share, save, comment, and subscribe the videos. While on Facebook this include feeling expression icons, thumbs up, love, sad angry, save, share, and so on. (Kietzmann et al., 2011)

Reputation has remarkable impacts for how companies should effectively use the social media. If companies and users appreciate their reputations, some measuring system must be found out to give this information. Company should select suitable reputation system according to needs it has from the community. If time and activity in a community is important to them, then measuring the amount of posts per time might be a better measuring system. If the quality what users are sharing is important, then rating system would be a good choice. Once a company has identified the good measuring systems, then suitable tool needs to apply to evaluation the contents. Both the objective date and rating system are recommended, and then users are clear how to use it. (Kietzmann et al., 2011)

Group block

The group function explains that users can create communities and sub-communities. The more social a network becomes, the more friends, followers and contacts it will have. In SM platform, the group has been built by various purpose. Individuals may manage their contacts and relocate their buddies, friends, followers or fans into different self-named groups. The online groups can be similar like clubs in the offline world: open to anyone, closed or secret ones. (Kietzmann et al., 2011)

The direct effect of groups is quite clear. Social media community would enjoy organizing its users all the way from the beginning. They concentrate on different permissions for different group membership activity and content. Groups have built own principle to can control how they permit individuals to share specific details with some contacts, but not others. The members don't have to arrange through the whole long contact lists to order their contacts later. If the members just need to order their contacts to

manage followers, friends and fans, then simple user-generated grouping is enough. If a group wants to continue with an agenda and grow up its membership, then more formal group rules and functions inside would be needed. (Kietzmann et al., 2011)

4.2.2 The contrasting the functionalities of different SM sites

It is difficult to keep up to date of the choices what people have made in SM platforms. At the same time, plenty of the new sites, services and applications come out every day which try to attract the users' attention. We have noticed that the development of many SM platforms is well designed. The concept of the functional blocks has been applied smartly, especially in those third-party application platforms. Some of them (LinkedIn) focus on identity more than other blocks (YouTube or Facebook). Some of them are concentrate on sharing and/or conversations (Facebook), and so on. There is no platform only focus on only one function. Gene Smith has dedicated to the honeycomb framework and states that sites usually concentrate on three or four main blocks which are important for them. (Kietzmann et al., 2011)

In figure 2-5, the analysis of four examples, which are LinkedIn, Foursquare, YouTube and Facebook, have been illustrated. The most important function has been presented by the most darker colour block. The second level important blocks have been drawn by lighter a little colour. LinkedIn is focus on the users identify mostly. The career aspect information from the individuals have been described in detail: basic personal information, education histories, work histories, personal competences, as well the influenced stories. The more care about the Identity, the more care about relationship in logic sense. Foursquare is a location based application. The presense of the potential possibilities are essential. YouTube has the significant mission which is to share the videos on its platform. There are plenty of different video contents which show the life information. Visitors browse the videos, give the comments, discuss the contents. Companies may utilize such features from Youtube as a communication channel with customers or potential customers, for building good relationships and reputations. The original purpose of the Facebook is to connect each other and create relationships which happen among the human and human, human and contents, as well as the contents and contents. (Katona & Sarvary, 2014; Kietzmann et al., 2011)

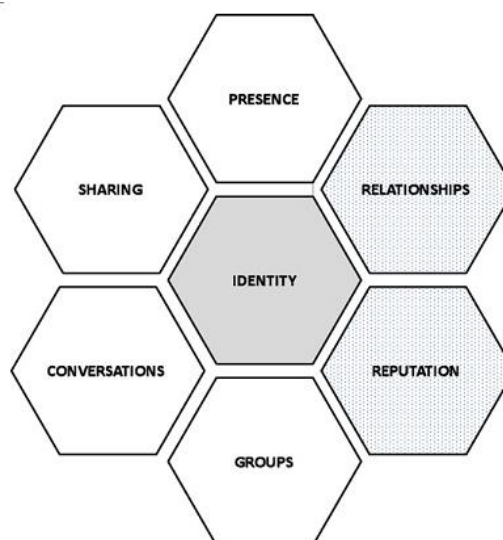


Figure 2. The honeycomb framework of LinkedIn. (Kietzmann et al., 2011)

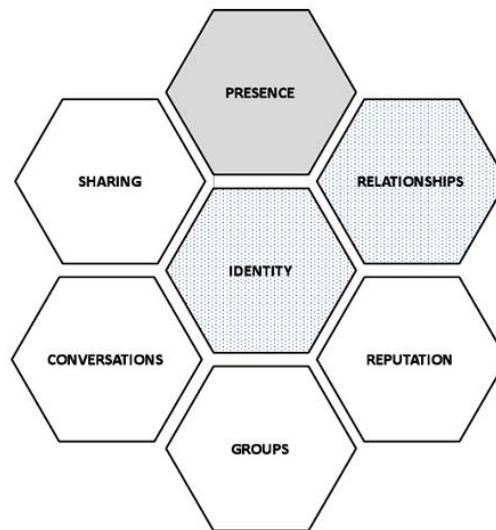


Figure 3. The honeycomb framework of Foursquare. (Kietzmann et al., 2011)

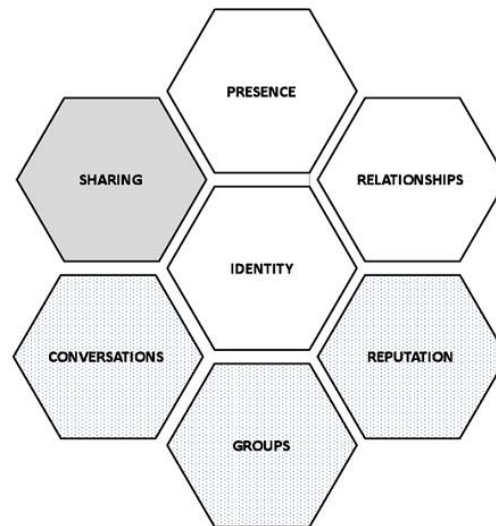


Figure 4. The honeycomb framework of YouTube. (Kietzmann et al., 2011)

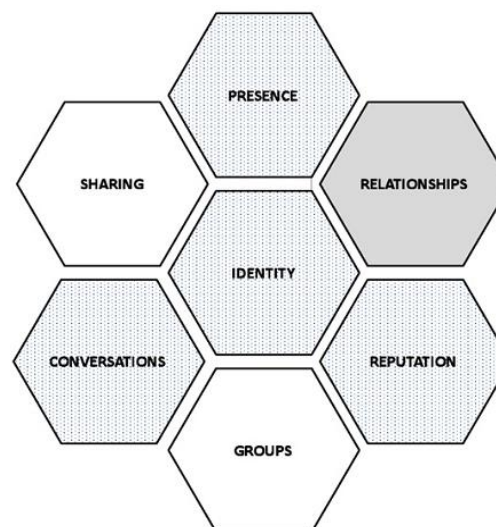


Figure 5. The honeycomb framework of Facebook. (Kietzmann et al., 2011)

The relational structure between the SM activities, firms, and honeycomb frameworks have been illustrated in figure 6. It is beneficial that the firms make good preparation before they build own SM activities or join the third-party SM platforms, including the policies, human resources, economy resources, technology levels, and so on.

Organizations need to think the following questions for successful SM practices. What are the goals to utilize the SMs? What are the evaluation ways of the success? How the activities could support or promote firms' aims and objectives? What the limitations are as to what can be discussed, commented on or promoted via social media to avoid potential for reputational damage to an individual or practice. Who will manage your practice's social media policy and be responsible for ensuring compliance? Who will oversee social media activity and take responsibility for the day-to-day administration of the different activities, and who will be able to participate in social media activity within your practice? How will your practice ensure that confidentiality is maintained when social media is used? How will your practice ensure consistency in its approach to drafting messages and contributing to discussions that take place within different social media channels? Do you have a response plan for dealing with an incident involving social media? Who within your practice should control the process for any such incident? Clearing all the answers and making them as the rules guide the participation of the SMs.

Usually the SM activities focus on more than one functional block. Each of the block SM activities hold the unique implications in organizational context. During the participation of the SM activities, there could be good or bad experiences which could be summarized. For winning the most benefit, organizations will amplify the good functions and modify the bad features for developing the SM activities. (Kietzmann et al., 2011)

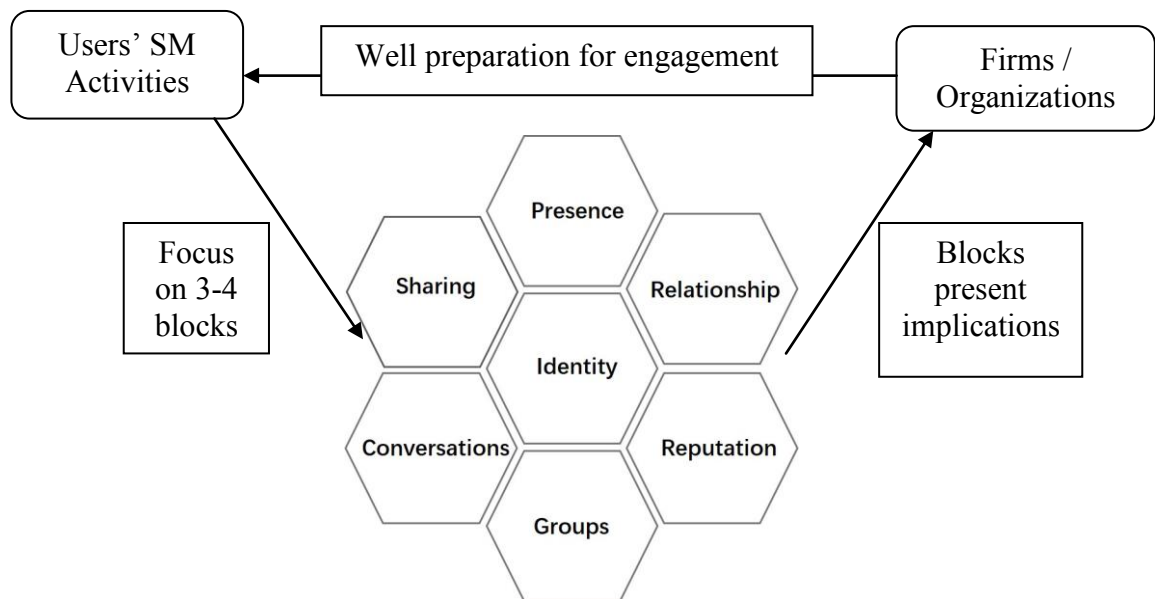


Figure 6. The relationships between the SM activities and honeycomb framework.

5. Social Media Business Cases

In previous chapter, two theory backgrounds have been introduced based on the two-different lens of SM analysis. They have some overlap between the two theories. The visibility of SM affordances includes presence and identity functions in the honeycomb of SM. The association of SM affordances covers relationships and group functions in the honeycomb of SM. Furthermore, the persistence and editability of SM affordances could exist in each of the functional blocks in the honeycomb of SM. In this section, some SM business cases from research literatures will be presented following the two different theory backgrounds.

5.1 Dell Inc. case

Dell Inc. started utilizing Web 2.0 technologies, including SM platform, for both external and internal communication in 2006. These contain a set of participatory, user-customizable technologies that enhance the usability, accessibility, and interactive quality of online content, such as blogs, wikis, content-management systems, and other forms of SM. At Dell Inc., the creation of an external, customer-facing blog marked the beginning of a new communication strategy. Since 2006, this strategy has led to the deployment of an internal company-wide blog serving 80,000 employees worldwide, as well as external and internal ideation, and microblogging tools, web-based enterprise content-management tools, community forums, and a host of decentralized, collaboration-enabling applications. (Baehr, 2010)

The Office of Chief Technology Officer of Dell was among the first groups to deploy a truly user-moderated blog for intra- and inter-departmental collaboration in November 2007. Independent from the centrally moderated company-wide blogs and with unrestricted administrative rights for all group members as well as active leadership participation, the intended uses of this smaller-scale departmental blog were multifaceted: to capture tacit knowledge, to document and share internal processes, to share technical knowledge and reference material, to discuss professional topics with peers, and to promote a sense of community belonging. Members use this blog to update the team about technologies they are evaluating, significant technology developments, projects, information on conference attendance, team member accomplishments, trip reports, and optional training opportunities. The OCTO develops the company's technology visions and strategies and is tasked with evaluating technologies for future productization. About three-quarter of the 88 members of the blog study group are highly trained knowledge workers engaged in the generation of intellectual property and strategic technology evaluation as their primary job function. (Baehr, 2010)

The research used an iterative, step-by-step process. The following research methods have been employed: the formal and informal personal interviews, the online survey, and an analysis of site-usage statistics. The study findings indicate that a departmental blog can help improve knowledge-sharing activities that promote increased shared knowledge among the team, a sense of group belonging and cohesiveness, and the creation of informal and formal ties among team members. (Baehr, 2010)

Base on the theory of organizational affordances of the SM use, all four affordances have been analysed basing on the organizational activities. The following features have been mentioned in the case study article.

- User may post and read the contents (association);
- Users felt more connected to the department community (association);
- Users knew more about their colleagues' job responsibilities (association);
- Users may comment to someone else's blog post (visibility);
- Users are promoted by an email alert when the new content has been posted (visibility);
- Users obtained new information and knowledge (visibility);
- The blog was used as a good repository of knowledge (persistence);
- The topics published in blog were related on their job (association);
- The leadership activities could be found in the blog contents (association);
- The contents can be tagged, organized, and archived (editability);
- Users made a connection with a colleague (association).
- The content is in reverse chronological format (persistence)
- The text format content could be revised asynchronous (editability)
- Blog is refreshed automatically at regular interval (persistence)

Following the theory of the functional building blocks of SM, the following honeycomb is revealed in Dell Inc. blog (see figure 7).

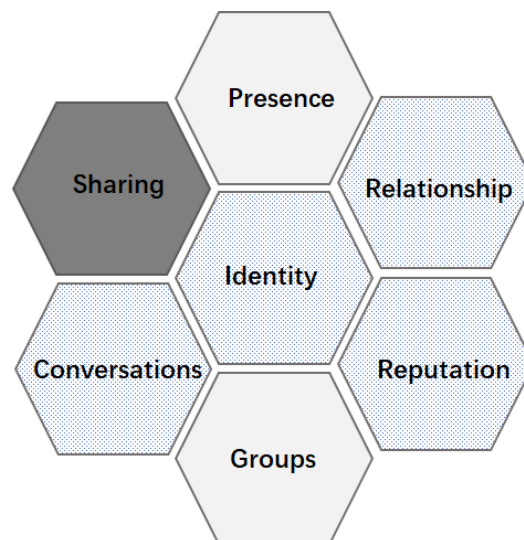


Figure 7. Contrasting the functional building blocks of Dell Inc. blog

The main function in the Dell Inc. blog is to focus the sharing block. It offers the chances for the users to post, share, read/reread, and command the post contents which can provide the suitable response to various demands in organizational context. The blog brings the possibilities that individual employee may communicate with other colleagues from multiple venues. By communication in the internal blog, the employees may converse about the different topics related to companies, for example, documents, internal processes, technical knowledge and references, and any other organizational activities. By sharing and conversing the information and knowledge, formal and informal relationships or groups have been built. The rating system offers the chance to increase the awareness of the reputation of the contents, in further, bring the positive impact the organizational reputation. By using the company blog, the employees have the sense of community within the distributed locations. Furthermore, employees are willing to join the communities for creating contents and implicit knowledge is expressed naturally. Other functions have not been mentioned in this blog case. (Baehr, 2010)

5.2 Finnair Case Study

In this section I describe a case study about Finnair. This is based on a study by Jarvenpaa and Tuunainen (2013).

Finnair is the world's oldest, midsize, partly state-controlled airline with a unionized labour force. Finnair has a geographic advantage. Its hub is in Helsinki, Finland, which provides one of the fastest routes between Europe and Asia. Its strategy has focused on long-haul Asian routes and the business class customer segment. Because the volatile global economy creates sharp demand and price fluctuations, the company has faced growing pressures. Finnair's long-term survival depends on a stronger global presence. Finnair needs a compelling service proposition to create awareness among other nationalities, persuading them to overcome a preference to fly with their national airlines. Finnair's goals were to renew its brand and co-create new services. Its socialization strategy involved implementing multiple and repetitive individualized (abbreviation is Indivi.) and institutionalized (abbreviation is Institu.) socialization tactics to achieve its co-creation goals. Finnair took the SM technologies (SMT) socialization initiatives, and the timeline of the initiatives is summarized in table 7. The goal of such SMT socialization initiatives is to increase customer engagement and promote all phases customer relationships. (Jarvenpaa & Tuunainen, 2013)

Table 7. Timeline of Finnair's Socialization Initiatives (Jarvenpaa & Tuunainen, 2013)

SMTs Employed	Blogs	Facebook	Blogs, Facebook, (Twitter)	Blogs, Twitter, Facebook, YouTube, Pinterest	Twitter, Blogs, Facebook
Initiative	Finnair Runway, Departure 2093	Support of Customer Interaction	First Quality Hunters Campaign	Quality Hunters Season2	Quality Hunters 2013
Socialization Tactic	Institu.	Institu. in structured firm uses; Others are Indivi.	Institu.	Institu. and Indivi.	Institu. and Indivi.
	2009	2010	2011	2012	2013

Both "Finnair Runway" and "Departure 2093" was launched in 2009. Both blogs focused on conveying Finnair's values and goals, with prespecified launch and end dates for the campaign and with Finnair in control of the sequence of information. These initiatives transmitted Finnair's high-quality values, fresh approaches to customer service and design creativity, while at the same time calling attention to customers of Finnair's long history, reliability and adherence to tradition in its customer service. All the company information is visible to the public, and persistently published. The history may be browsed. Customers may express and edit their feedback in the blogs. The associations have been built by the blogs among QHs, employees and the customers, as well as the contents of the blog which have promoted interaction. (Jarvenpaa & Tuunainen, 2013)

Finnair's presence on Facebook followed the two blog initiatives, and a Twitter account was established in early 2010. The company gradually shifted to SMTs. Finnair posted the status updates, pushed activities to connections, allowed comments and opinion expression on content. Company set up a 24/7 Facebook support staff that rapidly responded to queries. Interactions were informal, individualized and without a formal sequence or timetable. Customers could also interact with each other, enabling peer support and social approval. The real-time interaction between the customers and company has been built. The SMTs were no longer used just to convey structured and uniform messages, but also to generate informal, unstructured and peer-based communication. The company's posts received more 'likes' than comments. (Jarvenpaa & Tuunainen, 2013)

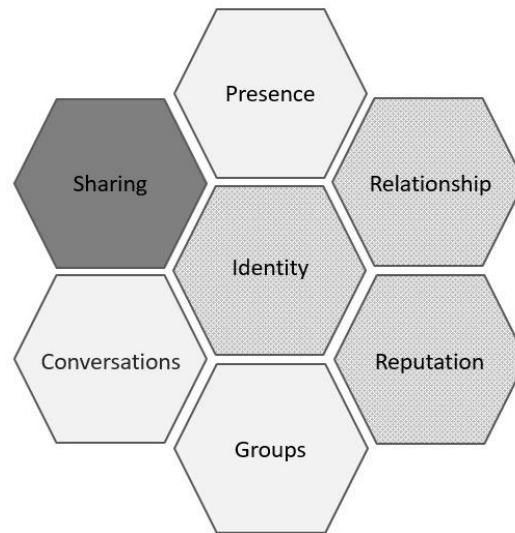


Figure 8. Contrasting the functional building blocks of Finnair's earlier blogs

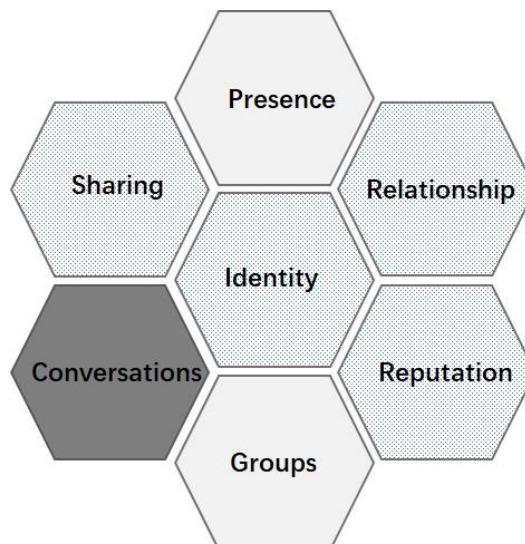


Figure 9. Contrasting the functional building blocks of Finnair's SMs

Following the theory of the functional building blocks of SM, the following honeycombs are revealed the different focuses when the blogs and multiple SMs have been applied in Finnair (see figure 8 and 9) The main goal of using the SMTs is to share the up to date information which related to Finnair, by using the text, pictures, videos, and related

websites. In Facebook, the real-time interactions offer the opportunities of reaching the customer handily and start the conversations easily among the participants. Thus, the relationship between the customers and company can help to build conveniently co-creation business ideas.

Quality Hunters (QH) campaign deployed an institutionalized tactic of customer socialization. This two-month campaign involved hiring “socialization agents”. Their role was to stimulate discussion and dialog about travel and the co-creation of ideas. About 300,000 people visited the Finnair website to view the advertisement. The local and regional press covered the QH initiative, as did online media in different countries. The four applicants were selected from 5300 applicants, all from outside Finland. For two months, they travelled to key Finnair destinations “in search of quality.” They shared their thoughts and adventures with the public through personal blogs and they generated conversations with customers relating to quality. While, most of the visitors were passive and never contributed to the community. Moreover, the blogs generated little actual dialog, particularly from community members outside Finland. (Jarvenpaa & Tuunainen, 2013)

The Quality Hunters Season 2 (QH2) was designed to address the entire service experience of an individual traveller, beginning with planning to board, continuing with in-flight services and ending with deplaning. Seven new QHs were selected from over 2,000 applicants to serve as “independent advisors”. Over a period of five weeks, these QHs made 171 flights to 36 different airports. Each QH was assigned a specific topic, which included “On the move,” “Socializing,” “Entertainment,” “Shopping,” “Food and Drink,” “Services” and “Business Class.” The pre-assigned topics were expected to result in more focused blogging, to allow for better idea generation and to identify ingenious ideas for improving the overall travel experience. Compared with the first QH campaign, the timetable and sequence of the blogs were more influenced by Finnair and by the public relations firm that interfaced with the QHs. Furthermore, the company allocated a SM manager, who took an active, complementary role in driving traffic to the QH2 website through Facebook and Twitter and engaging with and encouraging followers to participate. QH2 produced fewer “likes” to the blogs but generated many more comments. The QHs as socialization agents created rather uniform experiences through their blogs, but the individualized interaction with QHs fostered interpersonal relationships with community members. (Jarvenpaa & Tuunainen, 2013)

During Spring 2013, Finnair launched QH 2013. The aim of this initiative is to identify the key moments that can either make or break a journey and seek out practical ways of improving the travel experience. The members of the community were invited to share their views and experiences and to identify points of improvement, under the specific themes. The discussions were primarily conducted on the QH Twitter channel, blog and Facebook page. The online community was used to identify active members for five different weekend workshops in Helsinki. The most promising ideas were selected to be critiqued, refined and developed further for implementation. (Jarvenpaa & Tuunainen, 2013)

It is beneficial to apply multiple SMTs to make the connection with online customers for further marketing activities. Finnair learned through its numerous experiments with SMTs that a single SMT will not stimulate customer participation and co-creation. Facebook is a useful tool as a fast and highly individualized channel for interfacing simultaneously with a variety of community members, but Facebook did not encourage

co-creation. The use of Twitter in QH2 was much more influential than anticipated, driving traffic to the QH blogs and enabling greater reach than was possible with the blogs and Facebook alone. Blogs remained the core technology throughout most of Finnair's initiatives. (Jarvenpaa & Tuunainen, 2013)

The means of deciding the suitable SM in business had elaborated. The decisions will vary for different enterprises based on their circumstances and needs. However, two principals have been recommended. Firstly, it is necessary to determine the technology's value before use it. Enterprise strategies must govern financial and human resources allocated for these technologies. Basing strategies, the following workflow diagram (see figure 10) can be applied to exam the value of the technology. (Picard, 2009)

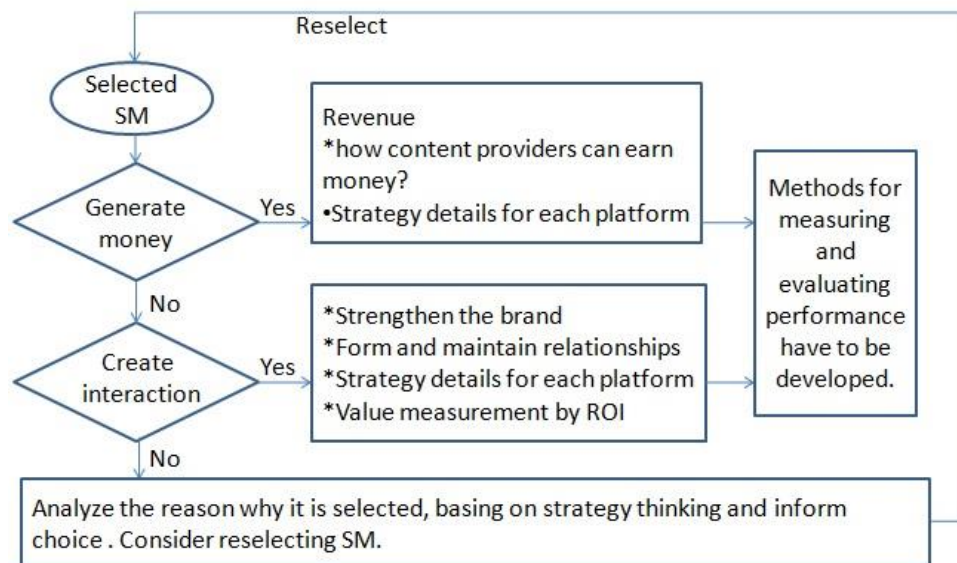


Figure 10. Determine technology's value (Picard, 2009)

In Finnair case, from 2009 to 2013, they tried to use different SMTs, which brings new opportunities, to achieve business aims. In addition to the technology itself rich functions, the ways and methods of participation of Finnair played a significant role. They affect functional blocks of the usage SMTs in various initiatives. When the institutionalized socialization tactic has been applied in initiative, the main function is to share the Finnair's concerns, and it was few to get the feedback or comment from the audiences. In the first QH in 2011, the function blocks are similar as the early age of the blogs showed in figure 15. The better way is to utilize two types of tactics, both institutionalized tactics and individualized tactics, for a customer socialization strategy. Finnair not only convey the uniform information to public, but also trigger up the conversations with customers or potential customers in right time and purposeful topics, build the tied relationships and create co-creation values for business. With respect to the QH2 and QH2013, despite using Blogs, Twitter, Facebook and YouTube, the functional blocks are similar as the Finnair's Facebook. These are the typical scenes of adopting SMTs in organizations. When the new SMTs come, organization adopt them, draw up the projects, develop internal capabilities, and improve the productivities.

Because of Finnair's financial situation, there were limited resources available for experimenting with SMTs, but all the initiatives were focused on the future. Gaining momentum toward the defined goal was deemed more important than trying to refine the

use of any particular SMTs with limited resources. (Jarvenpaa & Tuunainen, 2013) However, the participation of SMTs are significant for any organizations nowadays. The good contents will lead to positive feedback from customers. It is inevitable to put the appropriate manpower and other resources to develop the selected SMTs for renewing the brands and keeping the good customer relationships. It would be better to well balance how to share the limited resources to develop current business strategies in different requirements.

5.3 “Ash Crisis” Case in 2010

In this section I describe a case study of two Scandinavian airliners’ use of Facebook for customer communication. This is based on a study by Bendik Bygstad and Wanda Presthus (2013).

The empirical case is related to an incident that happened in April 2010. A volcano in Iceland, the Eyjafjallajökull, erupted suddenly and violently, and an enormous ash cloud covered shifting parts of Europe for about ten days. Most of the North and Central European airspace was closed, and hundreds of thousands of passengers were grounded all over the world. Nobody had any idea of how long the crisis would last, and the feeling of panic spread among the airline companies. The need for quick communication and instant problem solving was overwhelming. The first thing that happened in the headquarters of the airlines was that the telephone services broke down immediately, leaving people rather desperate for information. However, as an improvised response, two airline companies, SAS (Scandinavian Airlines) and Norwegian, in Scandinavia established a large-scale customer communications and problem-solving operation through Facebook (interviews with airlines), which solved much of the problems. (Bygstad & Presthus, 2013)

As one of the popular social networking sites, seen in table 1, Facebook should have high visibility, high editability, high persistence, and high association. In this case, two airline companies showed the same high affordances especially during the ash crisis in their Facebook sites. The following features have been mentioned in the case study.

At Facebook, the whole content and history may be studied by both parties. According to Facebook’s terms, the data belong to each contributor, specified as “You own all of the content and information you post on Facebook, and you can control how it is shared through your privacy and application settings”. (Facebook 2011). In this case, it means that some data are owned by the two airlines, respectively, and some data are owned by the numerous users of Facebook. The Facebook user will usually maintain the basic contact information correctly, for practical reasons. The customer may choose to modify his/her text, and the company may modify its reply. Facebook has a strong self-feeding mechanism for growth. Short-term usefulness and ease of use attracts users, which makes the network more useful and attracts more users. (Bygstad & Presthus, 2013)

When the ash crisis started, Norwegian discovered that many passengers started to ask questions on Facebook. They trained the customer support center to reply in a way that made the dialogue constructive and problem solving and set up a 24/7 service. The people who staffed the service became so enthusiastic that they did not want to go home in the evening. At the peak of the crisis Norwegian had a team of 18 persons dedicated to respond to Facebook request. The incident triggered the customers frequently created the contents (including publishing/sharing the text, pictures, and comments) in the Facebook.

The visible contents raised the conversations among the customers and airlines to solve the problems. The association had been built through the messages' exchange. (Bygstad & Presthus, 2013)

Although both Norwegian and SAS had been using Facebook for customer communication earlier, the volumes increased strongly during the ash crisis. From April 10th to May 10th, 2010, in the two Facebook entries consisted of 18.846 postings at Norwegian, and 10.180 at SAS. As figure 8 shows, during the busiest days in mid April up to 1500 requests per day were posted to Norwegian, and more than 500 to SAS. After the crisis, the numbers fell sharply. It indicates that Facebook was a useful channel for passengers during the ash crisis. As an IT service, it was easy to use even from a mobile phone at a holiday destination or an airport. (Bygstad & Presthus, 2013)

The response time has been measured from the two companies, the time in minutes from the posting of the request until an answer was posted on Facebook. The response time was high before the start of ash crisis, but it quickly decreased to less than 60 minutes during the peak of the crisis. After the crises the response time rose, particularly for Norwegian. It has been thought that the low response time is rather impressive, because "response" usually included some form of problem solving, for example rebooking the flights or offering the bus to reach the destination as an option, as well the detail answer has been made to answer the questions. The emotional temperature has been measured in the Facebook communication. It has been expected that a significant part of the communication would be somewhat heated, because many of the customers were finding themselves in a difficult and acute situation. We conducted this investigation by a sentiment analysis, i.e. creating indexes of positive and negative words. The result indicates the emotional temperature in the Facebook postings was overwhelmingly positive, for both companies. The mood of the communication during the ash crisis period was enlightened. (Bygstad & Presthus, 2013)

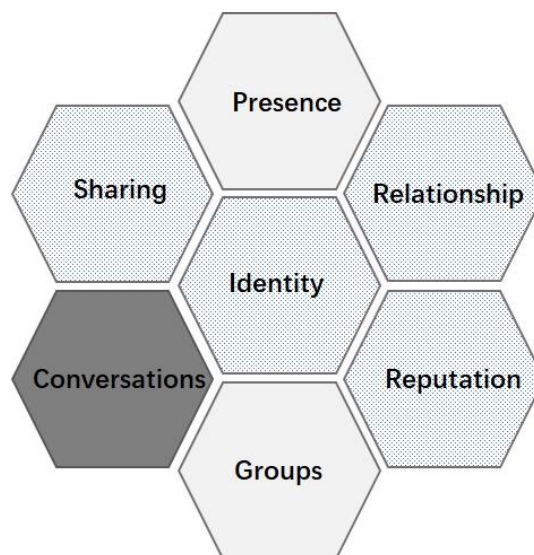


Figure 11. Contrasting the functional building blocks of using Facebook in ash crisis.

As shown in figure 11, both of Facebook sites need registration of each new users, both companies and customers, which reveal their identities. It is a channel in which many passengers found easy and convenient to express the difficulties, share information, ask the helps, as well as the converse with the airlines. The airline companies succeeded in

establishing an effective response service during the peak of the crisis. The high speed of conversation velocity can have important affects for firms to monitor and make sense of understanding the customer's needs in crisis duration. The good conversations and positive emotional atmosphere create the good reputation for companies. The main function of using Facebook in the ash crisis is to build the conversation timely with passengers. Then, the companies knew the problems which passengers' suffering, and then offered the solutions to solve such problems quickly. Meanwhile, the good reputation and tight relationships could be fostered based on the appropriate services.

5.4 The NBC Universal case

In this case study, I describe how a Wiki was developed by NBC Universal and how the wiki improved the knowledge sharing inside the company. This case shows the benefits of Wiki which can be great for the organization where sharing of hidden and silent knowledge is critical to make company successful. (Bibbo et al., 2010)

The wiki has been started to adopt in IT department of NBC Universal in 2005. Under IT department, the employees were from different countries, for example the West and East Coast of the US, India, and Mexico. The communication among the employees became the urgent priority. Wiki community utilization came into company naturally in that age of the technology. The clear aim is to realize the easy communication and open collaboration within IT department across diverse places. Bill Endow, the director of the Software Engineering and Delivery team, considered that wiki provides easy navigation, makes more document formats searchable, and reduces the overhead of content management, which could otherwise grow to an unsustainable level. Additionally, Wiki provides the chance for different departments to share specific knowledge, which would be useful for others in the organization and currently stored only in individual way. (Bibbo et al., 2010)

Confluence, which was the market leader for stand-alone enterprise wikis, has been chosen. The subscription fee included a one-time initial cost about \$12,000 USD to buy the software, and \$6,000USD per year maintenance. It is implemented on Oracle 10g RAC which was running on Red Hat Enterprise Linux on HP servers. Such system configuration experienced some major issues. Both IT team and Confluence worked together and solved such problems. The organizational restructuring changed the fates. IT department could be consistent with business units. Wiki was depicted to the new top leader and won the promotion inside the whole company. Each department should build a link with own organizational structure and business-related information. As a result, the number of the users has increased, the content of wiki grew fast, as well as the wiki appeared heavy traffic. The virtual server has been selected to smooth the traffic and ensure the wiki services constantly. The latest version of the Confluence Wiki has got ready to implement inside whole company. (Bibbo et al., 2010)

Peacock Productions, a division of NBC News, has the strong requirements to have a knowledge management tool. It has about 40 full-time employees. A number of freelancers have been hired to complement the core staffs. Normally there could be more than 100 people work together for given projects. The organizational structure is not fixed. The work characters determine the way how people to work. Thus, the way to sharing the knowledge and communicating inside organization become difficult. Peacock was looking for the suitable methods actively to solve existing problems. (Bibbo et al., 2010)

The Confluence Wiki has been recommended and Peacock started to communicate via the ease platform. The Wiki channel started to inform in 2005 for information sharing as Peacock repository. It is free to use and easy to use inside the department and gradually attract users. The following tasks were to collect the information as the contents for sharing. The information requirements, consisting company policy, legal matters, business processes and workflow within company, insider information, and tacit knowledge, have been built up in near ten months. When the Peacock was launched, it included 145pages with 240 topics. All the information has been shared on personal levels. Employees may publish contents, offer opinions and proposals, also search the needed information. Plenty time has been saved, and things have been done much quicker, more efficiently, and economically. It makes possible to reduce the formal meetings, conferences, and emails, which save the time for focusing on core business development. The new contents have been aggregated dramatically by users' small contributions. The time on browsing content for searching the needed information has dropped from 3 to 5 minutes to less than 1 minute on average. Based on research, the Wiki may save one hundred thousand dollars in 2010. As the number of the mobile phone users has increased geometrically, the software has been designed to mobile version. The selling via mobile apps has increased in one-in-third with near 6 billion globally by 2013. Because the wiki has made dramatic success, NBCUniversal maps out extending it in all the departments. (Bibbo et al., 2010)

The Confluence Wiki requires the verification to each content contributor by checking the employee ID and password. It means the company is care about the identity function. They also care about the relationships between the users/content creators and the content information. It protects the safety and effectiveness of the contents. The main benefit focus on Confluence Wiki is that information is available in a central location permitting instant collaboration among its members who can spread widely. The simple design and easy to use make the content sharing readily. The WIKI users may seek the needed information by search engine later as needed. The conversation has been triggered up following the sharing contents. The work-based questions have been answered conveniently. The contrasting the functionalities of using Confluence Wiki in NBC Universal can be shown in figure 12. (Bibbo et al., 2010)

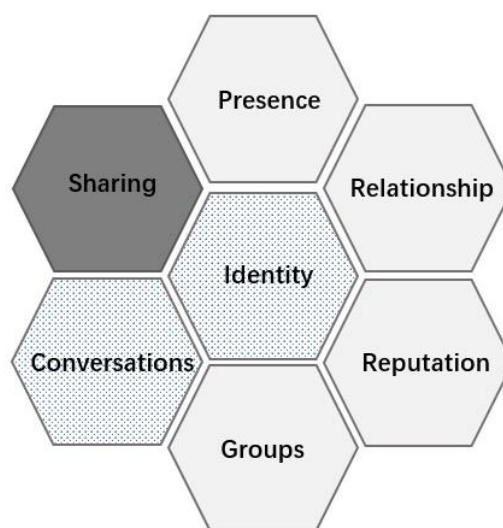


Figure 12. Contrasting the functional building blocks of using SM in NBC Universal.

The case is an example of the adopting commercial Confluence Wiki into existing system in a media organization. Thinking back the affordance of SM, the tailored wiki consists high visibility, persistence, editability, and association. The wiki requires to build personal profiles based on employee's personal details. The software can upload the different kinds of content format (text, images, PDFs, files, video, etc.), and inside the community every user may read, search, and share the information under the policies. Through the search engines, wiki offers simple navigation, make the contents searchable, and decreases the overhead of the content management. The info and histories have been saved in special servers in the same methods. The employees of the NBC Universal may craft or/and recraft the communication, as well as modify or/and update the contents easily. For each input into the wiki, there are the author information following. The authors and the contents created by other authors are associated via sharing the information, ranking the contents, writing the comments, or simply giving an icon of the thumb or smiling. As a platform, Confluence Wiki may facilitate the construction of larger participations to support each other. (Bibbo et al., 2010)

5.5 Maersk Line case

In this section, I narrate a case study of the building of the SM platform, focusing on the organizational aspects, in Maersk Line starting from the total beginning phase to achieving the business goals. This is based on a study by Zsolt Katona and Miklos Sarvary (2014).

Maersk Line is a subsidiary of the Maersk Group. The Maersk Group is a collection of shipping and energy companies. Maersk, APM Terminal, Maersk Oil and Maersk Drilling comprise the Maersk Group. In 2012 the whole company has 121,000 employees and \$59 billion in revenues. Especially, Maersk Line hired 25,000 employees in 325 working premises among 125 different countries and the revenues was about half of the whole group. As the worldwide biggest container shipping firm, Maersk own about 16 percent of the market share. One in four of the business went to large clients directly, 15 percent to key client freight forwarders, and half of the business with smaller customer. Social medias have been gradually used in B2B (business-to-business) companies. As one of the famous B2B company, Maersk Line attempted to utilize the new technologies by applying the SM platforms to communicate with their customers. They highlight the main competition advantages, which are reliability, simplicity and focus on the environment, for their business. (Katona & Sarvary, 2014)

The human resource to handle the SM platforms is limited. Wichmann was the only person previously in the late of 2011. He only worked half of his working hours to the platforms from October 2011 to July 2012. After that, he could do full-time for developing the organizational SMs. Fortunately, he has the full right to work as the SM representative of Maersk Line. He also got the support from a community manager and a product manager in the middle of the 2013. Before Maersk Line started to build the SM platforms, Wichmann studied the good practices, in Dell computers and General Electric, about how have they done and what have they uploaded, as well as the way to communicate with customers. Before January 2013, Wichmann focused on communication and building the presence on the various SM platforms. From that on, he focused on communications, customer service, sales, and internal usage. Wichmann built the SM strategy and the mission of the SM platforms which is to get closer to customers by its approachability and personality. (Katona & Sarvary, 2014)

Facebook is the first and significant platform which Wichmann selected to join in. The customers here contained NGO (Non-governmental organizations), Maersk Line employees, competitors, suppliers, regulatory bodies, shipping enthusiasts and fans. He has found 14,000 business related photos which have not been used from company's digital archive. He uploaded them step by step to Facebook with distinct titles and added real stories for each photo. By sharing the pictures and their stories, company has built up the good social image. Customers are familiar with the company gradually. In between the picture posts, they uploaded some meaningful text posts relating to the business renovation, process, results, revenues, achievements, and so on. The polls have been done now and then to analyze certain questions from customer's feedbacks. The viral marketing has been applied at the beginning of the launching because of the large number of the employees inside company. One third of Maersk Line employees are seafarers and they would like to take photos during their daily work for portraying their work and life. Facebook becomes the place where employees contact with families and friends. Therefore, the huge pictures and videos have been uploaded into Facebook with appropriate explanations. The same actions have happened with shipping enthusiasts and fans. When they saw the great moments about Maersk ship, they recorded them and posted to Facebook for sharing. (Katona & Sarvary, 2014)

The usage of Facebook to interact with the fans is in the visual and chatty way. Wichmann emphasized that only the true stories can be applied in SM platforms whether positive or negative. They presented the real life of Maersk to public. Two cases have been described as the samples. One is the Maersk Norwich Whale Strike. One of Maersk's ships had accidentally hit a whale. Maersk had tried their best to avoid unfavorable impact in marine environment. The remedial work had been done. A zoologist had been invited to check the whale in detail. The result was that the whale was almost dead before the occurring. Every information was in public and whole process increased the company good reputation basing on the feedback and commends from the Maersk users on Facebook. Another case was that Clara Maersk rescued Vietnamese refugees at sea in 1975. The accident had been recorded, and the captain was interviewed when the ship arrived in destination. The video had been uploaded on Facebook after editing the footage. The incident had received widespread attention, including the thankful responses from the rescued personnel. (Katona & Sarvary, 2014)

Some other SM platforms have been adopted in Maersk as well. By the fall of 2013, Maersk has built business pages on 10 different SM platforms: Maersk Line Social, Facebook, Twitter, Google+, LinkedIn, Instagram, Vimeo, Flickr, Pinterest, and Tumblr. Maersk use the similar method as GE to establish a SM hub, the Maersk Line Social, where Maersk may possess an own area to post more stories in depth, and a web site they may manage the SM handily. The Twitter posts were a combination of more serious contents than the Facebook page, and were announced several times in a day. The main aim of being on Twitter is to share diversified contents concerning to the business, to make the brand more humane, and to engage with our various stakeholders in public. Maersk Line's Twitter users were mostly from United State and United Kingdom. They have double salaries comparing to the Maersk Line's Facebook users, and much more impacts were from Twitter audiences. There was a discussing group working for Twitter development. They suggest on whom to follow, how often to tweet, and how to humanize the posts. The Maersk Line's LinkedIn account was most corporate platform where their customer would like to follow the company often. In addition, Maersk LinkedIn users obtain double income comparing to the users in Twitter, and fourfold than Facebook users. The existence on LinkedIn is to share business related news and communicate with

customers. Maersk expect the customers become closer to them, and to its business details could be familiar by customers. Meantime, Maersk improve the qualities of their products and services after harkening customer's feedback. For discussion the specific topics, named groups were built up. Shipping specialists and experts were invited to polemize the status and future of shipping industry. (Katona & Sarvary, 2014)

Instagram and Flickr were picture sharing based SM platforms and Masersk had own early time photos and wanted to share. Vimeo was the earlier year video channel for internal and external usage, and now it is the video hosting of company. Youtube was currently popular video channel where each business team has own albums for consolidating business into one platform for collaboration. The Pinterest contents included pictures and videos. Tumblr was utilized by displaying photos at the beginning. Then, it shifted to the function of a blog for sharing the company stories. Google+ is the later software where Maersk published the business news and showed the leadership in a quick and vivid fashion. Based on Maersk experiences, LinkedIn emphasizes in customer communication and collaboration, while Google+ focuses on innovation, leadership, and business. (Katona & Sarvary, 2014)

Maersk has launched corporate pages on multiple SM platforms. There is much description about the launching and using corporate page on Facebook. Both Tweeter and LinkedIn have lesser text comparing to Facebook. These selected dominate SM platforms have similar functions by various business strategies. Other platforms have been explained quite simply. The Sign in is required in most of platforms. Maersk create contents by uploaded pictures, photos, videos, text posts, commentary, responding the feedback for sharing the business-related information to public. Users may express their thoughts and feelings freely as the feedback which may evaluate the user's engagement to company. Maersk learned to manage the business, improved the products and services based on such conversations. The main functions of using SM platforms in Maersk are conversation, share, identity, reputation, and relationship. The contrasting the functionalities of using multiple SM platforms in Maersk can be shown in figure 13.

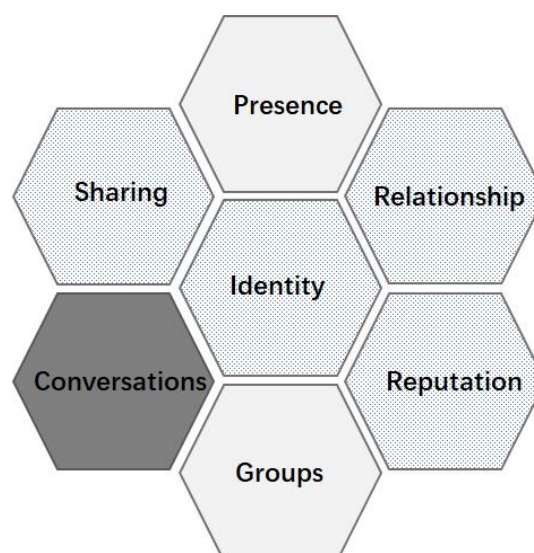


Figure 13. Contrasting the functional building blocks of using SM platform in Maersk.

This article has been written based on the organizational aspects. From the examples declaring, the affordance of the SM platform can be dig out. For the visibility and

association, the text, graphic, picture and video contents have been uploaded frequently on different SMs based on both Maersk different purpose and customers' expectations. The registered users may access the personal profiles which browse information, watch the videos, write comments, express opinions and share the contents even without friended. The past activities have been displayed on SM platform. The signed in users may add new content, modify the information, revise own history contents, and delete own contents, which afford the editability in SM. The hashtag has been used for linking to third parties (personnel or objects). The subscribe function is valid in most of Maersk SM platforms. Maersk built the different categories and/or groups for the shared pictures and content inputs. The contributions could be searchable in every SM platforms. Users may follow the company activities by "+ Follow" button. The followed or subscribed activities will be pushed and shown synchronously. Company own website is connected to different selected SM pages. In this article, the four SM affordances could be found in every single SM platform.

5.6 Starbucks case

In this section, I depict a case study of the Starbucks is utilizing the multiple SM for customer knowledge management. This is based on a study by Alton Y.K Chua and Snehasish Banerjee (2013).

Starbucks is an international coffee house chain founded in Seattle, Washington, in 1971. From its humble beginnings, it has now expanded to more than 19,000 stores across 59 countries. However, its journey has not been smooth throughout. Although it was once known to consistently attract around 60 million weekly visitors across the globe without cannibalizing its own sales, its earnings dipped drastically during the April-June quarter of 2008. In response to its flagging financial performance, Starbucks started experimenting with SM services in the latter half of 2008. The purpose was to ward off competition from dominant players such as McDonald's and Dunkin's Donuts in the food and beverage industry. Convinced that unhappy customers could switch over to rival organizations without disclosing their complaints directly to the management, Starbucks used SM as a means to connect with its customers. The success of this effort was evident when its MyStarbucksIdea was nominated the most embracing SM application in the 2008 Forrester Groundswell Awards. As many as 41,000 ideas were contributed by customers within the first two months of its launch. (Chua & Banerjee, 2013)

Starbucks was chosen as the case for analysis based on two reasons. First, it is known for its use of SM and its interest towards Customer Knowledge Management (CKM). Relying on a traditional bricks-and-mortar business model, Starbucks provides an interesting context that sees the confluence of SM and CKM. Second, it was possible to harvest copious material on Starbucks' use of SM for CKM from a variety of sources. These materials could be analyzed to create a nuanced portrait of the organization. The data collection procedure lasted for a period of 11 months from October 2011 to August 2012. Based on the results, the four SM services were identified as Twitter (2 million followers), Facebook (31 million likes), Foursquare (80 million users) and MyStarbucksIdea. (Chua & Banerjee, 2013)

In Tweeter, Starbucks uses tweets, often with a combination of text and photos, to provide knowledge for customers and promote their latest products, campaigns and events. Twitter helps Starbucks acquire relevant knowledge from customers who express their expectations, likes and dislikes about the organization via tweets. Starbucks is also

prompt in responding to the knowledge acquired from customers, with an average of ten tweets per day. Through Facebook, Starbucks provides a wide array of knowledge for customers about its products, locations and organizational cultures to keep its customers abreast of changes. It also draws knowledge from customers through poll questions. It uses Facebook to ask customers directly about their personal opinions, preferences and feedback. Monitoring comments in response to its posts also help Starbucks acquire knowledge about customers. This in turn allows it to comprehend customers' behaviours, preferences, expectations, levels of satisfaction, and ways they react to new products and changes.

Starbucks applies Foursquare to provide knowledge for customers on day-to-day events such as specific offers and new product launches only to a signed location. Starbucks has also created special badges and statuses on its Foursquare platform to encourage visits from customers. Customers who check in often leave tips, which can be a valuable source of knowledge from customers with respect to specific locations. Starbucks provide knowledge for customers through MyStarbucksIdea by informing them about the ideas that are "under review", "reviewed", "coming soon" and "launched". This fosters loyalty among customers, who get the impression that Starbucks really care about their submitted ideas. Knowledge from customers is mainly harvested through the ideas that customers contribute, thereby promoting the concept of "design with customers".

Starbucks implements some SM tools that serve as effective branding and marketing instruments for the organization. Starbucks shares information and knowledge for customers and keeps them updated on its latest products, activities and events. Customer's expectations, behaviors and preferences have been analyzed based on the two-way conversations. It also gets knowledge about customers by monitoring what is going on among customers to gain a sense of the sentiment on the ground. Starbucks not only applies SM services individually, but also integrates different SM in order that they may complement each other for mutual reinforcement of its overall impact. Such kinds of integrated approach of linking various social media services seems to have helped the organization maximize its branding reputations and building the good customer relationships. The contrasting the functionalities of using Facebook in ask crisis can be shown in figure 14.

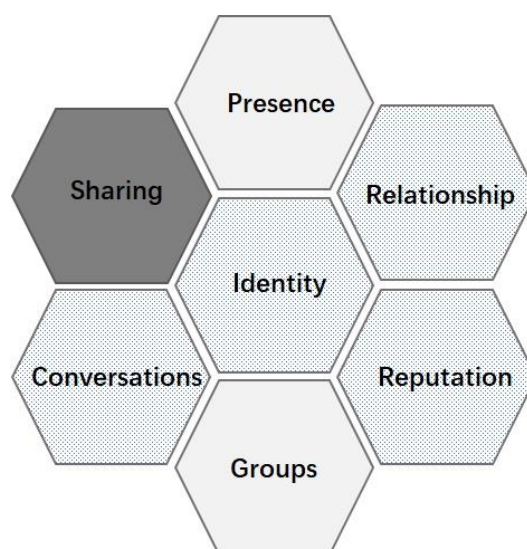


Figure 14. Contrasting the functional building blocks of using SM in Starbucks.

5.7 Hewlett-Packard WaterCooler case

In this section, the case study of the WaterCooler has been analysed. The reason, which the article has been chosen, is that it utilized the new technology of RSS (Really Simple Syndication) to aggregate the feeds of the multiple internal SM inside HP (Hewlett-Packard), which is an American large multinational information technology company. It is different to other selected articles which describe only single case in one time. The WaterCooler offer an avenue that internal users may find needed people and expertise easily, helping people to find you, as well as they are more familiar with what has happened inside the company. This analysis is based on the study by Brzozowski (2009).

Employees are the important assets for any company. When the company grows up, the expertise and skills of the employees become a huge treasure which could promote the rapid development of the company. Employees are utilizing the internal SM to share the knowledge and experiences. However, as the tacit knowledge, both expertise and knowledge are not easy to draw out. Relatively, looking for information and data becomes the practicable way to explore an organization. The WaterCooler has been designed for connecting the employees, sharing the information, attracting user's attentions and encouraging the feedback from the specialists in vary area inside the HP. By such methods, the communication and collaboration across the HP has been implemented better than before. (Brzozowski, 2009)

As the global business, HP's offices and factories are in many different countries. It is common that some of the employees from different departments collaborate globally for the curtain projects. Many of the employees are familiar with the Web 2.0 technology. Within the HP, employees have voluntarily established some local internal Web services (including Blogs, Blog comments, Bookmarks, Discussion forums, Ideas, Tech reports, Wiki pages) after working hours. With the increase in the number of participants, the content of these websites has increased rapidly. At the same time, it is impossible for users to open all internal SMs to read the latest information because it is a time-consuming issue. While the contributors of those web services expect that the posts could be seen or read and get feedback for sharing the contents as well as finding the right person who has the similar interests and expertise for further potential collaborations. The ways to get adequate attention become the significant tasks. Meanwhile, employees feel hard to find out the information which is going on in the company. (Brzozowski, 2009)

The company wide SMs were integrated into WaterCooler and cross reference it with the employee directory, by which people may pay attention to the new posts handily. There are about three-thousand energetic users who are contributing on ninety-nine internal SMs. For HP's employees, they may use the company directory for building the profile voluntarily. The Watercooler has the tag function which user may tag itself and the information can be shown in the profile automatically. The user may modify the tags in own profile. The user may tag others which they are familiar with. When they share the posts in any internal SMs, each feed can hold certain significant information, for example the feed's timestamps, author's name, as well as the author's nature information inside organization. When the feed has been clicked, the system will calculate the numbers and list the most popular one on the top in front page. For the important company publication, they will directly go to the front page no matter the clicks at all. RSS presents only few lines of the text on the WaterCooler site. When the user is interested in the topic after reading prompt, the link can be clicked which leads to the original SM where the whole

text is presented, and user may write feedback there. At the same time, the system may create a network structure where the people who has the similar interested or expertise could be listed. (Brzozowski, 2009)

The WaterCooler was established for exploring and solving the issues stated above. It is a Web site which aggregates RSS feeds from those already existing internal SMs in HP (see figure 15).

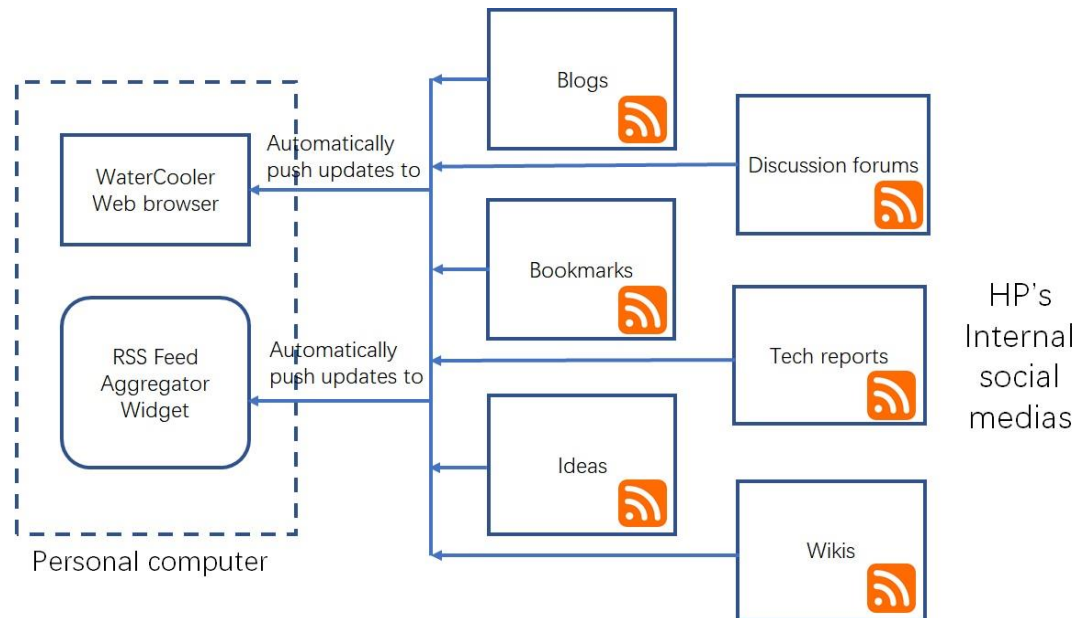


Figure 15. WaterCooler intergrates the internal social medias in HP.

Inside the profile, the user describes own identity, for example real name, pictures, work group/team, location, country, gender, profession, interests, hobbies, education background, and other information as the users want to share. Behind the firewall, it is safe to share the employee's personal information. When user write feedback, the both nickname and real name can be used. Otherwise, the real name is compulsory to apply for avoiding the potential abuse. The presence of the employee can be shown by the status line if the employee is online or not, or in which way you may reach. User's contact information includes short explanation where user is and when the user is available in what way. The initial purpose of the designing of the WaterCooler is to create the platform for distributing and sharing the feed information across the HP and employees know what has happened in other groups/teams/sites/projects. Each feed is a shared object. When the reader clicks the title of the feed, it leads to the content site, and user may read content and write feedback there. The further conversation may happen during exchanging the information with the author and other readers. The system may support the users to identify the like-minded personnel for potential collaborations. Brzozowski (2009) noted that the filtering system in WaterCooler consists many categories, for example "source, organization, workgroup, job function, author, or keyword". Each post has been coded. Every filtered result has an RSS feed which user may build own favorite with certain meaningful information. (Brzozowski, 2009) Contrasting the functional block can be depicted in figure 16 in following page.

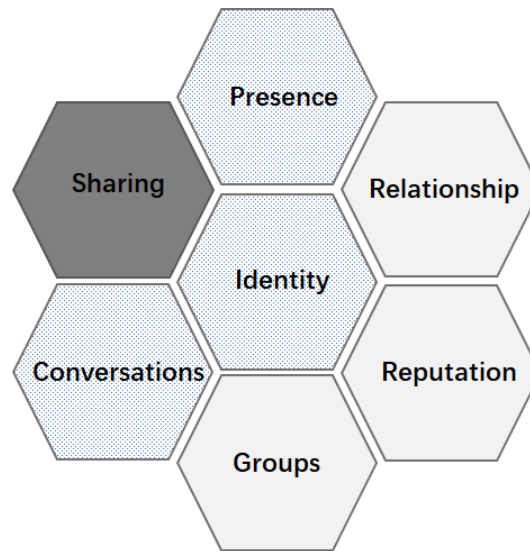


Figure 16. Contrasting the functional building blocks of WaterCooler.

Water Cooler affords the visibilities by displaying the personal profiles with the text and graphics and showing the most recent and rated posts on the main page. In persistence perspective, WaterCooler cross-references post authors with the employee directory which provides filters by person, organization units, and job function. WaterCooler indexes each post and enables users to search and create feeds of new posts suited to given keywords. The posts could be searchable by certain filters. Through the search engine, the related search results could be listed by the sort of the similarities and reverse chronological format. For editability aspect, the tag which is one kind of filters has been applied for increasing the influence on more users internally. Users may tag themselves and others. Users manage their own profiles, consisting of building the profile, updating the profile, and deleting improper tags made by other users. The contents could be revised on own site. In the context of the association, WaterCooler lists the contents, contributions, and links tagging to other internal SMs. Users may find needed information and its creators relative easily by search engine, filtering systems and related interlinks. (Brzozowski, 2009)

6. Discussion

In this section, beginning with the explanations of the reason to choose the two theory background articles. After that, I will go through the similarities and differences between the case studies in seven famous companies under the lenses of the two theories. The whole study has explained “what and how do companies benefit social media?” In the end, basing on my study of these case studies, the phenomenon about the organizational SM usage will be described.

6.1 About the two theory articles

Both theory background articles are literature reviews in which authors analysed the precious studies in organizational SM usage and build up their own theory frameworks. These two theories interpret the theme from different layers of the views. The affordance theory described the base layer of the SM technology where every SM includes the affordances insistently. The honeycomb framework analyzed that the single SM contains three or four functional blocks normally. They mutually complement each other for helping the audiences to understand the organization’s SM.

Treem & Leonardi (2012) reviewed previous articles related to the organizational usage of the SM technologies (Five type technologies include: Wikis, Social Networking Sites, Blogs, Social Tagging, and Microblogging) and found the four consistent affordances (visibility, persistence, editability and association) of SM comparing to the traditional four CMCs (Instant Messaging, E-mail, Teleconferencing, and Shared Database). In their contributions, the features of each type of the technologies, which create the affordances, have been listed (see figure 3,4,5,6), as well as the ways to those affordances affect the organization communication.

The basic study unit of the SM features is different type of the SM technologies (for example, Social Networking Sites). This article is more suitable for organizational study when the technologies are updated from the traditional CMC to SM. The presence of the SM affordances might supply the user larger possibilities to practice in SM activities. At the phase of the organization planning to build its own or join a specific SM, the features of the SM platforms can offer the methods to reach the SM affordances which is beneficial to communication processes in organization contexts.

For my study, I utilize this theory to examine the relationship between the organizational activities within detail SM which belongs to certain SM category and the affordances. I study all four affordances in each detail case study based on the theory. Most of the case studies less mentioned directly the listed features of the SM affordances. Instead, they follow the features from the SM platforms to create the contents, and the organizational SM activities have been presented carefully. Through the understanding of such activities, the four affordances and their features could be discovered. From my understanding, when the company plans to establish own SM platform, the way to build affordances becomes significant and realize them carefully.

Kiron (2012) presented a honeycomb of seven functional building blocks of the SM. Each block reflects one special aspect of the user experiences which may affect the SM activities and its leading consequences. The basic study unit of this theory is the single SM site where the audience may perceive the functions from using the site. Each site may focus on several functional blocks based on the business requirements. The framework

offers the means to recognize the vary SM activities and organizations can establish more user-center platforms. When the organizations understand the purpose of user's engagements to organizational SM site, the timely and effective conversations between the organization and users will increase their reputation. In my study, I try to portray the honeycomb framework for each single case study in the companies. Starting from getting familiar with the cases, then, the analysis of the company concern has been figuring out. After that, the honeycomb framework has been drawn for each case platform.

Most organizations have realized that they ought to be active on SM. The application of SM has reached an unprecedented level. Major enterprises need to have a place on the network platform that customers frequently visit. It is significant to understand what the aims are and how the methods the customers use the SM. The honeycomb framework presents an assistance for organizations to comprehend users' experience. When companies understand the purpose and methods of users' participation in SM, they can specify and plan more appropriate online communication channels. Companies can create their own SM or choose the right platform for their own use from large number of existing SMs which focus on different combinations of the functional blocks. (Kietzmann et al., 2011) From the technical point of the view, the SMs pose many features which provide all four affordances which are consistent in organizational background. It enables employees within the company to work and self-manage through social network to achieve efficient, transparent and convenient communication and collaboration among employees within the company. It facilitates that enterprises can create products which consumers are satisfied with, provide excellent customer service channels, share information, as well as manage the conversations well for building the good company reputation and customer relationship. (Treem & Leonardi, 2013)

It is beneficial to have both articles for the base theories for the thesis work. They support the organizational SMs' creation and development from two-layer characters. In the phase of the "Well preparation for engagement" in figure 6, we may consider adding the features which create the affordances. We may get an overview (see figure 17) of how to engage the SMs for organization after my literature review.

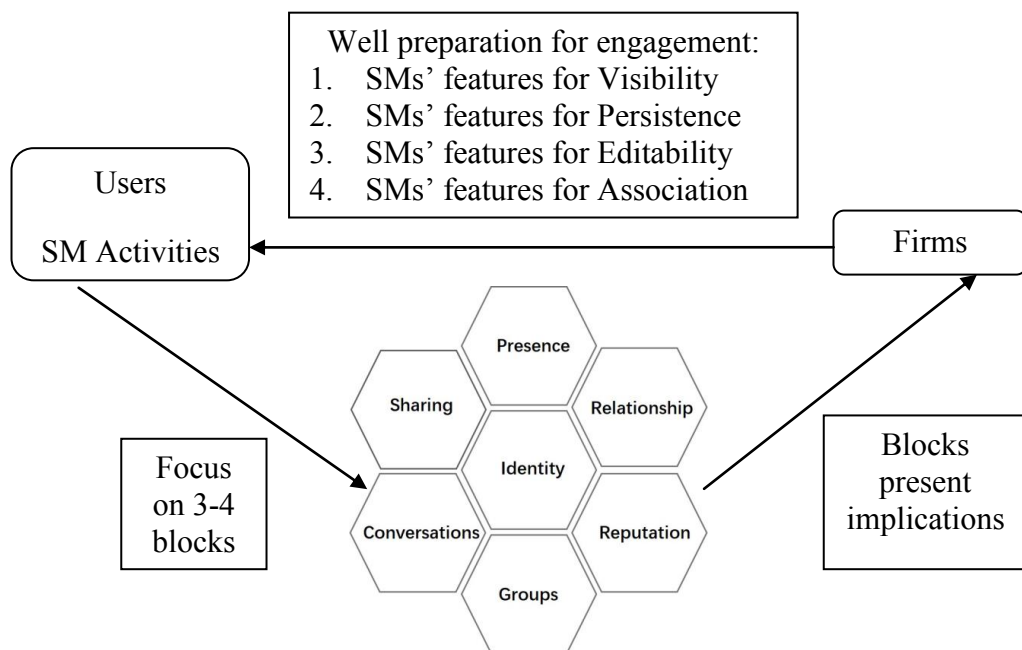


Figure 17. The overview of how to engage the SMs for organization.

6.2 Similarities and differences among the case studies

In this section, the seven case studies will be analyzed of the similarities and differences among them. In the table 8, some categories, including the case study name, the year of the publishing, as well as the functional blocks which users focus on, have been illustrated. In each case, the SM affordances could be extracting from the case description consistently.

Table 8. The similarities and differences among the seven case studies.

Case studies	Year	SM platforms	Focused on functional blocks
Dell case	2007	Blogs	Sharing, Conversations, Identity, Relationship, Reputation
HP case	2009	WaterCooler (CP)	Sharing, Conversations, Identity,
Finnair case	2009	Blogs	Sharing, Identity, Reputation, Relationship
	2010	Facebook (SNS)	Conversations, Sharing, Relationship, Identity, Reputation
	2011	Blogs, Twitter, Facebook	
	2012	Blogs, Twitter, Facebook, YouTube Pinterest	
	2013	Twitter, Blogs, Facebook	
Ash Crisis case	2010	Facebook	Conversations, Sharing, Identity, Reputations, Relationship
NBC case	2010	Wiki	Sharing, Conversations, Identity, Reputation, Relationship
Maersk case	2011	Facebook	Conversations, Sharing, Identity, Reputation, Relationship
	-2013	9 different SMs	
Starbucks case	October 2011- August 2012	Twitter	Conversations, Sharing, Relationship
		Facebook	Conversations, Sharing, Identity, Relationship
		Foursquare	Presence, Identity, Relationship
		MyStarbucksIdea (CP)	Conversations, Sharing, Relationship

All the case studies have happened in the similar years (2007-2013) which both two theory background had been created. For each single case, the users may experience the functions of the sharing and conversations. It means the organizational SMs offer useful platforms to make the knowledge and information visible to users, to share or/and converse them with users conveniently. Good communications and satisfied/timely response to users could build positive reputation and keep favorable customer relationships. Firms portrayed the activities from both users and firms. The four affordances of the SMs may be discovered from the application of each case study. This is consistent with the theoretical article.

In earlier years, company built own blogs and/or CP for reaching the customers or potential customers. They have low social presence and low self-disclosure. However, they may reach the corporate requirements to share the contents and increase the

production efficiency. As the developments of the SM technologies, more features and more platforms have come into the markets. Companies would like not only own SM platforms but also to utilize the popular third-party SM platforms, including some of popular applications: Facebook, Twitter, LinkedIn, YouTube, etc. (Aula, 2010; Baehr, 2010; Barnes & Andonian, 2011) The main function of the SM platforms switch from single sharing contents to vivid double ends conversation for effective customer communication. For full interaction to achieve results and success, companies should use professional social networking services to understand the rules of each platform for at least the first few months. The communities of Facebook, Twitter, and other SMs all have their own set of rules, and those who want to promote their products, brands or services in these communities must follow these rules. Just as companies usually consult public relations professionals before taking public relations actions, SM experts should also be consulted before using SM. After a few months of training, the organizations could run SMs on their own ways, otherwise it might do more harm than good.

6.3 The phenomenon about the organizational SM usage

When the firms participate the SM providers, the firms need to read the terms and conditions of such SM provider to appreciate their application, throughout the practises should follow the policies. The privacy settings may enable to control or restrict who is able to access the information, how to protect the information, as well as how to find the clients and attract them by own products and services. Having set up a social media channel, engaging with clients and other professionals via social media will bring costs. Firms need to take the time to maintain social media activities as an ongoing part of the business. Costs might include staff time, paid advertising, the cost of employing an outside expert to help with search engine optimisation and analytics or the costs of up-skilling the workforce, social media management tools, and the cost of crisis public relationship whenever the risks come. Relocated resources well for business campaign are significant both in SMs and in traditional trading.

It is sustaining for companies to face the risks when they join the SM realm. Social medias work as the platforms for online users to create contents, share and distribute them during the communication. The users could have well-meaning or malice action to others or organizations. Such kind of behaviors, utilizing the characteristics of high-speed propagation with SMs, might cause the risks quickly to participations. By the same token, if a company does not properly handle the mistakes at work or services on the social platform in a timely manner, the reputation of the company will quickly suffer a negative impact. (Aula, 2010) Google+ has been described in Maersk case. When the personal edition of Google+ stopped the service in April 2, 2019 (Announcements, 2019), which action should Maersk take to transfer the valuable contents and customers to other Maersk platforms? It is worth of considering such situation while participating SM.

Jones (2011) described that the public health organizations use the variety SMs for multiple purposes: providing the correct health information and knowledge, capturing the people's concerns related the healthy requirements, countering the rumors and offering the advices. The intrinsic attributes of SMs, functions and affordances, establish a communication bridge among the health specialists and the masses by multi-directional dialogues. The speed of finding the issues and giving the solutions are always significant. Although on the initial sense, SMs are the fast and inexpensive tools. However, the organizations need to allocate the suitable manpower and decade time to make the relevant work in order to maintain the good reputation of the organizations and keep the

good customer relationship. Similarly, without enough investing online strategies and finance, companies are difficult to capture the variety situations happened in online activities. (Fueller, Schroll, Dennhardt, & Hutter, 2012)

As the technology's adoption into the corporates, the risks are accompanied from the Internet information to the users in the real life. Not every company may handle the increasingly less control messages in cyberspace (Kaplan & Haenlein, 2010). From the development of network experts to ordinary SM users, it is possible to become a network attacker. Chandramouli (2011) analyze the technology challenges and corresponding policies to detect and relieve such challenges. Sinclair & Vogus (2011) mentioned that both companies and individuals were noticing the trust and privacy issues during their online activities. It is not ignore the cultural conflict (Schlagwein, 2011), protecting and securing internal business information (Onyechi, 2009), company's reputation (Aula, 2010; Jones, 2011; Kaplan & Haenlein, 2010) in online behaviour.

Aula (2010) portrayed the reputation risks coming from the company's unprepared operations. Avoiding the risks in the companies, not only requires the well prepared the policies but also the trained own employees for participating the SM activities. When the employees surf the SM platforms in working hours, it is time consuming and the productivity could be effect (Jones, 2011). As the internet service has been offered in most of the workplace, it is necessary that the employers consider making the SM policies on using internet both in the working hours and leisure time. It is useful to have a well-define and broadly disseminated SM policy, so does designate a special role to monitor the SM usage. In case the SM issues happen, the specified individual may handle the issues based on the SM policy (Burton, 2011; Lyncheski, 2010).

One of the good practices has been made by Burton (2011). Following the study conducted in the 12 Twitter account owned by 6 organizations, a good communication strategy with Twitter has been presented by both interactive and reactive means. The interactive communication model includes the interpersonal interactivities and the machine interactivity. Twitter offers the functions of coding the tweets, replying of the tweets, using hashtags and hyperlinks for the communication. Company might strategically create two twitter account, of which, one is the major corporate account for positive content tweets for sharing the company information and building the good reputation; another one answers the complain about maintaining the marketing images.

It is interesting that two articles have been developed from the same prior theory framework of Technology-Organization-Environment (TOE). Mousavi & Demirkan (2013) analyzed the key factors which affected the successful implementation of the customer relationship management via the SM platforms. The top management commitment became the most influential factor. Four factor's categorifies have been summarized: project, organization, individual, and environment. They are mutual supported and cooperated throughout the implementation. Omosigho (2012) refined the TOE framework into seven factors which consists the necessary preparation contents for improving the organizations' capabilities in adopting SM practice. Omosigho thought that maintaining the freedom and trust inside the organization was more significant comparing to well-defined the organizational policies or/and guidance. This proposition was opposite to Aula (2010), Burtom (2011), and Lyncheski (2010). The matrix to measure the success was one of the significant factors which might be the good guidance for company to gain the better ROI. This is a good learning experience how to make field forward building upon the earlier theory (Webster & Watson, 2002).

7. Conclusion

In this master's thesis I have reviewed seven company case studies after learning two background theories, Affordance of SM and the functional building blocks of SM. The cases have been analyzed as the SM practices in seven companies. Both theories have been embedded in organizational SM activities and promisingly become the guidance for companies, suitable for not only own creating SMs application but also the joining the third-party platforms. Because each platform focus on 3-4 function blocks (Kietzmann et al., 2011), for a given task, the better means is to utilize several SM applications and promote the products or services simultaneously by multi-aspects (Cao et al., 2012). SM platforms' efforts are from the technology point of view to support the companies and organizations to obtain SM platforms. The effective and efficient strategies of how to practice via such SMs are essential to win the business (Burton, 2011).

SMs have been broadly adopted in working places. Companies gain the benefits from different aspects, both online communication and offline activities. At the same time, SMs needs to be managed and maintained carefully so that they could increase the employee's working capabilities, building good reputation, maintaining better relations with customers, and company's productivities (Cao et al., 2012; Skoric, 2011). Guidelines of how to use the SM platforms are good practices for any companies (Annabi, McGann, Pels, Arnold, & Rivinus, 2012; Patel & Jasani,).

7.1 Limitations and possible future work

One limitation is that I have started doing this master's thesis already in 2011. Most of the cited articles were from years of 2008 to 2012. After many years of development, the newer theories might be developed by academic researchers. At the very late stage of my thesis work process, I encountered the review of the article from Schlagwein & Hu, which covers many of the aspects of the SM affordance framework of Treem & Leonardi (2013) and the functional blocks of Kietzman (2011). Five types of the SM usage in company sustain their various business aims. Some of types are useful to increase the absorptive capacity (Schlagwein & Hu, 2017). If I know the review of Schlagwein & Hu already has published earlier, I would had done the thesis in a different way. Because the SM field is in fast developing area, both technologies and human online behaviors could be evolved.

In future work, it is possible to study current empirical research articles, for example the years from 2015 to 2019. Whether the newer theories have been created and how they support the organizations to utilize the SMs. Whether new applications come into the market and what are new online habits of the end users (both individuals and employees), and how do they affect each other. Another limitation is that the limited seven cases have been chosen across multi-industries for my study. It might contains personal preferences, the conclusion could be a bit narrow-mind. For next study, it might study by single industry and then later compare the differences during the SMs usage among the various industries. Moreover, the way of evaluation of the return of the investment (ROI) is critical. Most of the selected articles have questioned what the better matrix could be to evaluate the ROI. Low-cost strategies are always grateful. Higher ROI means the successful in SM practices. Onyechi (2009) evaluated the success of adopting SM tools by the increased number of the users and revenue. So far, the SM practitioners prefer to win the better ROI. Defining an unambiguous matrix, for measuring the success of the SM usage in organizations, might be the next challenge.

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